

# **AGREEMENT BETWEEN THE COUNTY OF SAN MATEO AND UNIVERSAL PROTECTION SERVICE, LP**

This Agreement is entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2016, by and between the County of San Mateo, a political subdivision of the state of California, hereinafter called "County," and Universal Protection Service, LP, hereinafter called "Contractor."

\* \* \*

Whereas, pursuant to Section 31000 of the California Government Code, County may contract with independent contractors for the furnishing of such services to or for County or any Department thereof; and

Whereas, it is necessary and desirable that Contractor be retained for the purpose of providing Countywide Security Guard Services.

**Now, therefore, it is agreed by the parties to this Agreement as follows:**

## **1. EXHIBITS AND ATTACHMENTS**

The following exhibits and attachments are attached to this Agreement and incorporated into this Agreement by this reference:

- Exhibit A - Services
- Exhibit A-1 - Proposal submitted by Universal Protection Service, LP. *Universal Protection Service, LP agrees to perform all services proposed unless they conflict with other terms of this Agreement.*
- Exhibit B - Payments and Rates
- Exhibit B-1 - Contractor's Hourly/Billing Rates
- Exhibit B-2 - Estimated Agreement Costs by Year
- Attachment I - § 504 Compliance

## **2. SERVICES TO BE PERFORMED BY CONTRACTOR**

In consideration of the payments set forth in this Agreement and in Exhibit B, Contractor shall perform services for County in accordance with the terms, conditions, and specifications set forth in this Agreement and in Exhibits A and A-1.

## **3. PAYMENTS**

### **A. Maximum Rate**

In consideration of the services provided by Contractor in accordance with all terms, conditions, and specifications set forth in this Agreement and in Exhibit A, County shall make payment to Contractor based on the rates and in the manner specified in Exhibits B, B-1 and B-2. County reserves the right to withhold payment if County determines that the quantity or quality of the work performed is unacceptable. In no event shall County's total fiscal obligation under this Agreement exceed **FOURTEEN MILLION ONE HUNDRED EIGHT THOUSAND NINE HUNDRED TEN DOLLARS AND ZERO CENTS (\$14,108,910.00)**. In the event that the County makes any advance payments, Contractor agrees to refund any amounts in excess of the amount owed by the County at the time of contract termination or expiration.

### **B. Rate of Payment**

The rate and terms of payment shall be as specified in Exhibits B, B-1 and B-2. Any rate increase is subject to the approval of San Mateo County, and shall not be binding on County unless so approved in writing. Rate increases are linked to the Bay Area cost-of-living index as set forth in Exhibits B, B-1 and B-2. In no event may the rates established in Exhibits B, B-1 and B-2 be increased to the extent that the maximum 12-month County obligation in any year of this contract shall exceed one third of the total specified in paragraph 3A above. Each payment shall be

conditioned on the performance of the services described in Exhibits A and A-1 to the full satisfaction of San Mateo County.

**C. Time Limit for Submitting Invoices**

Contractor shall submit monthly invoices, by site, for services to County for payment in accordance with the provisions of Exhibits B, B-1 and B-2. County shall not be obligated to pay Contractor for the services covered by any invoice if Contractor presents the invoice to County more than one hundred eighty (180) days after the date Contractor renders the services, or more than ninety (90) days after this Agreement terminates, whichever is earlier.

**4. TERM**

Subject to compliance with all terms and conditions, the term of this Agreement shall be from **FEBRUARY 1, 2016** through **JANUARY 31, 2019**.

This Agreement may be extended for an additional period of two (2) years by written mutual consent of both parties.

**5. TERMINATION; AVAILABILITY OF FUNDS**

This Agreement may be terminated by Contractor or by the Sheriff or his/her designee at any time without a requirement of good cause upon ninety (90) days' advance written notice to the other party. Subject to availability of funding, Contractor shall be entitled to receive payment for work/services provided prior to termination of the Agreement. Such payment shall be that prorated portion of the full payment determined by comparing the work/services actually completed to the work/services required by the Agreement.

County may terminate this Agreement or a portion of the services referenced in the Attachments and Exhibits based upon the unavailability of Federal, State, or County funds by providing written notice to Contractor as soon as is reasonably possible after County learns of said unavailability of outside funding.

**6. CONTRACT MATERIALS**

At the end of this Agreement, or in the event of termination, all finished or unfinished documents, data, studies, maps, photographs, reports, and other written materials (collectively referred to as "contract materials") prepared by Contractor under this Agreement shall become the property of County and shall be promptly delivered to County. Upon termination, Contractor may make and retain a copy of such contract materials if permitted by law.

**7. RELATIONSHIP OF PARTIES**

Contractor agrees and understands that the work/services performed under this Agreement are performed as an independent contractor and not as an employee of County and that neither Contractor nor its employees acquire any of the rights, privileges, powers, or advantages of County employees.

**8. HOLD HARMLESS**

**A. General Hold Harmless**

Contractor shall indemnify and save harmless County and its officers, agents, employees, and servants from all claims, suits, or actions of every name, kind, and description resulting from this Agreement, the performance of any work or services required of Contractor under this Agreement, or payments made pursuant to this Agreement brought for, or on account of, any of the following:

- 1.) injuries to or death of any person, including Contractor or its employees/officers/agents;
- 2.) damage to any property of any kind whatsoever and to whomsoever belonging;
- 3.) any sanctions, penalties, or claims of damages resulting from Contractor's failure to comply, if applicable, with the requirements set forth in the Health Insurance Portability and

Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended; or

- 4.) any other loss or cost, including but not limited to that caused by the concurrent active or passive negligence of County and/or its officers, agents, employees, or servants. However, Contractor's duty to indemnify and save harmless under this Section shall not apply to injuries or damage for which County has been found in a court of competent jurisdiction to be solely liable by reason of its own negligence or willful misconduct.

The duty of Contractor to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

#### **B. Intellectual Property Indemnification**

Contractor hereby certifies that it owns, controls, or licenses and retains all right, title, and interest in and to any intellectual property it uses in relation to this Agreement, including the design, look, feel, features, source code, content, and other technology relating to any part of the services it provides under this Agreement and including all related patents, inventions, trademarks, and copyrights, all applications therefor, and all trade names, service marks, know how, and trade secrets (collectively referred to as "IP Rights") except as otherwise noted by this Agreement. Contractor warrants that the services it provides under this Agreement do not infringe, violate, trespass, or constitute the unauthorized use or misappropriation of any IP Rights of any third party. Contractor shall defend, indemnify, and hold harmless County from and against all liabilities, costs, damages, losses, and expenses (including reasonable attorney fees) arising out of or related to any claim by a third party that the services provided under this Agreement infringe or violate any third-party's IP Rights provided any such right is enforceable in the United States. Contractor's duty to defend, indemnify, and hold harmless under this Section applies only provided that: (a) County notifies Contractor promptly in writing of any notice of any such third-party claim; (b) County cooperates with Contractor, at Contractor's expense, in all reasonable respects in connection with the investigation and defense of any such third-party claim; (c) Contractor retains sole control of the defense of any action on any such claim and all negotiations for its settlement or compromise (provided Contractor shall not have the right to settle any criminal action, suit, or proceeding without County's prior written consent, not to be unreasonably withheld, and provided further that any settlement permitted under this Section shall not impose any financial or other obligation on County, impair any right of County, or contain any stipulation, admission, or acknowledgement of wrongdoing on the part of County without County's prior written consent, not to be unreasonably withheld); and (d) should services under this Agreement become, or in Contractor's opinion be likely to become, the subject of such a claim, or in the event such a third party claim or threatened claim causes County's reasonable use of the services under this Agreement to be seriously endangered or disrupted, Contractor shall, at Contractor's option and expense, either: (i) procure for County the right to continue using the services without infringement or (ii) replace or modify the services so that they become non-infringing but remain functionally equivalent.

Notwithstanding anything in this Section to the contrary, Contractor will have no obligation or liability to County under this Section to the extent any otherwise covered claim is based upon: (a) any aspects of the services under this Agreement which have been modified by or for County (other than modification performed by, or at the direction of, Contractor) in such a way as to cause the alleged infringement at issue; and/or (b) any aspects of the services under this Agreement which have been used by County in a manner prohibited by this Agreement.

The duty of Contractor to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

## **9. ASSIGNABILITY AND SUBCONTRACTING**

Contractor shall not assign this Agreement or any portion of it to a third party or subcontract with a third party to provide services required by Contractor under this Agreement without the prior written consent of County. Any such assignment or subcontract without County's prior written consent shall give County the right to automatically and immediately terminate this Agreement without penalty or advance notice.

## **10. PAYMENT OF PERMITS/LICENSES**

Contractor bears responsibility to obtain any license, permit, or approval required from any agency for work/services to be performed under this Agreement at Contractor's own expense prior to commencement of said work/services. Failure to do so will result in forfeit of any right to compensation under this Agreement.

## **11. INSURANCE**

### **A. General Requirements**

Contractor shall not commence work or be required to commence work under this Agreement unless and until all insurance required under this Section has been obtained and such insurance has been approved by County's Risk Management, and Contractor shall use diligence to obtain such insurance and to obtain such approval. Contractor shall furnish County with certificates of insurance evidencing the required coverage, and there shall be a specific contractual liability endorsement extending Contractor's coverage to include the contractual liability assumed by Contractor pursuant to this Agreement. These certificates shall specify or be endorsed to provide that thirty (30) days' notice must be given, in writing, to County of any pending change in the limits of liability or of any cancellation or modification of the policy.

### **B. Workers' Compensation and Employer's Liability Insurance**

Contractor shall have in effect during the entire term of this Agreement workers' compensation and employer's liability insurance providing full statutory coverage. In signing this Agreement, Contractor certifies, as required by Section 1861 of the California Labor Code, that (a) it is aware of the provisions of Section 3700 of the California Labor Code, which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code, and (b) it will comply with such provisions before commencing the performance of work under this Agreement.

### **C. Liability Insurance**

Contractor shall take out and maintain during the term of this Agreement such bodily injury liability and property damage liability insurance as shall protect Contractor and all of its employees/officers/agents while performing work covered by this Agreement from any and all claims for damages for bodily injury, including accidental death, as well as any and all claims for property damage which may arise from Contractor's operations under this Agreement, whether such operations be by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or an agent of either of them. Such insurance shall be combined single limit bodily injury and property damage for each occurrence and shall not be less than the amounts specified below:

- ☒ Comprehensive General Liability..... \$1,000,000  
(Applies to all agreements)
- ☒ Motor Vehicle Liability Insurance..... \$1,000,000  
(To be checked if motor vehicle used in performing services)
- ☒ Professional Liability..... \$1,000,000  
(To be checked if Contractor is a licensed professional)

County and its officers, agents, employees, and servants shall be named as additional insured on any such policies of insurance, which shall also contain a provision that (a) the insurance afforded thereby to County and its officers, agents, employees, and servants shall be primary insurance to the full limits of



liability of the policy and (b) if the County or its officers, agents, employees, and servants have other insurance against the loss covered by such a policy, such other insurance shall be excess insurance only.

In the event of the breach of any provision of this Section, or in the event any notice is received which indicates any required insurance coverage will be diminished or canceled, County, at its option, may, notwithstanding any other provision of this Agreement to the contrary, immediately declare a material breach of this Agreement and suspend all further work and payment pursuant to this Agreement.

## **12. COMPLIANCE WITH LAWS**

All services to be performed by Contractor pursuant to this Agreement shall be performed in accordance with all applicable Federal, State, County, and municipal laws, ordinances, and regulations, including but not limited to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the Federal Regulations promulgated thereunder, as amended (if applicable), the Business Associate requirements set forth in Attachment H (if attached), the Americans with Disabilities Act of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination on the basis of disability in programs and activities receiving any Federal or County financial assistance. Such services shall also be performed in accordance with all applicable ordinances and regulations, including but not limited to appropriate licensure, certification regulations, provisions pertaining to confidentiality of records, and applicable quality assurance regulations. In the event of a conflict between the terms of this Agreement and any applicable State, Federal, County, or municipal law or regulation, the requirements of the applicable law or regulation will take precedence over the requirements set forth in this Agreement.

Further, Contractor certifies that it and all of its subcontractors will adhere to all applicable provisions of Chapter 4.106 of the San Mateo County Ordinance Code, which regulates the use of disposable food service ware. Accordingly, Contractor shall not use any non-recyclable plastic disposable food service ware when providing prepared food on property owned or leased by the County and instead shall use biodegradable, compostable, reusable, or recyclable plastic food service ware on property owned or leased by the County.

Contractor will timely and accurately complete, sign, and submit all necessary documentation of compliance.

## **13. NON-DISCRIMINATION AND OTHER REQUIREMENTS**

### **A. General Non-discrimination**

No person shall be denied any services provided pursuant to this Agreement (except as limited by the scope of services) on the grounds of race, color, national origin, ancestry, age, disability (physical or mental), sex, sexual orientation, gender identity, marital or domestic partner status, religion, political beliefs or affiliation, familial or parental status (including pregnancy), medical condition (cancer-related), military service, or genetic information.

### **B. Equal Employment Opportunity**

Contractor shall ensure equal employment opportunity based on objective standards of recruitment, classification, selection, promotion, compensation, performance evaluation, and management relations for all employees under this Agreement. Contractor's equal employment policies shall be made available to County upon request.

### **C. Section 504 of the Rehabilitation Act of 1973**

Contractor shall comply with Section 504 of the Rehabilitation Act of 1973, as amended, which provides that no otherwise qualified individual with a disability shall, solely by reason of a disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in the performance of any services this Agreement. This Section applies only to contractors who are providing services to members of the public under this Agreement.

#### **D. Compliance with County's Equal Benefits Ordinance**

With respect to the provision of benefits to its employees, Contractor shall comply with Chapter 2.84 of the County Ordinance Code, which prohibits contractors from discriminating in the provision of employee benefits between an employee with a domestic partner and an employee with a spouse. In order to meet the requirements of Chapter 2.84, Contractor must certify which of the following statements is/are accurate:

- ☐ Contractor complies with Chapter 2.84 by offering the same benefits to its employees with spouses and its employees with domestic partners.
- ☐ Contractor complies with Chapter 2.84 by offering, in the case where the same benefits are not offered to its employees with spouses and its employees with domestic partners, a cash payment to an employee with a domestic partner that is equal to Contractor's cost of providing the benefit to an employee with a spouse.
- ☐ Contractor is exempt from having to comply with Chapter 2.84 because it has no employees or does not provide benefits to employees' spouses.
- ☐ Contractor does not comply with Chapter 2.84, and a waiver must be sought.

#### **E. Discrimination Against Individuals with Disabilities**

The nondiscrimination requirements of 41 C.F.R. 60-741.5(a) are incorporated into this Agreement as if fully set forth here, and Contractor and any subcontractor shall abide by the requirements of 41 C.F.R. 60-741.5(a). This regulation prohibits discrimination against qualified individuals on the basis of disability and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities.

#### **F. History of Discrimination**

Contractor must check one of the two following options, and by executing this Agreement, Contractor certifies that the option selected is accurate:

- ☒ No finding of discrimination has been issued in the past 365 days against Contractor by the Equal Employment Opportunity Commission, Fair Employment and Housing Commission, or any other investigative entity.
- ☐ Finding(s) of discrimination have been issued against Contractor within the past 365 days by the Equal Employment Opportunity Commission, Fair Employment and Housing Commission, or other investigative entity. If this box is checked, Contractor shall provide County with a written explanation of the outcome(s) or remedy for the discrimination.

#### **G. Reporting; Violation of Non-discrimination Provisions**

Contractor shall report to the County Manager the filing in any court or with any administrative agency of any complaint or allegation of discrimination on any of the bases prohibited by this Section of the Agreement or Section 12, above. Such duty shall include reporting of the filing of any and all charges with the Equal Employment Opportunity Commission, the Fair Employment and Housing Commission, or any other entity charged with the investigation or adjudication of allegations covered by this subsection within 30 days of such filing, provided that within such 30 days such entity has not notified Contractor that such charges are dismissed or otherwise unfounded. Such notification shall include a general description of the circumstances involved and a general description of the kind of discrimination alleged (for example, gender-, sexual orientation-, religion-, or race-based discrimination).

Violation of the non-discrimination provisions of this Agreement shall be considered a breach of this Agreement and subject the Contractor to penalties, to be determined by the County Manager, including but not limited to the following:

- i. termination of this Agreement;
- ii. disqualification of the Contractor from being considered for or being awarded a County contract for a period of up to 3 years;
- iii. liquidated damages of \$2,500 per violation; and/or
- iv. imposition of other appropriate contractual and civil remedies and sanctions, as determined by the County Manager.

To effectuate the provisions of this Section, the County Manager shall have the authority to offset all or any portion of the amount described in this Section against amounts due to Contractor under this Agreement or any other agreement between Contractor and County.

#### **14. COMPLIANCE WITH COUNTY EMPLOYEE JURY SERVICE ORDINANCE**

Contractor shall comply with Chapter 2.85 of the County's Ordinance Code, which states that Contractor shall have and adhere to a written policy providing that its employees, to the extent they are full-time employees and live in San Mateo County, shall receive from the Contractor, on an annual basis, no fewer than five days of regular pay for jury service in San Mateo County, with jury pay being provided only for each day of actual jury service. The policy may provide that such employees deposit any fees received for such jury service with Contractor or that the Contractor may deduct from an employee's regular pay the fees received for jury service in San Mateo County. By signing this Agreement, Contractor certifies that it has and adheres to a policy consistent with Chapter 2.85. For purposes of this Section, if Contractor has no employees in San Mateo County, it is sufficient for Contractor to provide the following written statement to County: "For purposes of San Mateo County's jury service ordinance, Contractor certifies that it has no full-time employees who live in San Mateo County. To the extent that it hires any such employees during the term of its Agreement with San Mateo County, Contractor shall adopt a policy that complies with Chapter 2.85 of the County's Ordinance Code." The requirements of Chapter 2.85 do not apply if this Agreement's total value listed Section 3, above, is less than one-hundred thousand dollars (\$100,000), but Contractor acknowledges that Chapter 2.85's requirements will apply if this Agreement is amended such that its total value meets or exceeds that threshold amount.

#### **15. RETENTION OF RECORDS; RIGHT TO MONITOR AND AUDIT**

- A. Contractor shall maintain all required records relating to services provided under this Agreement for three (3) years after County makes final payment and all other pending matters are closed, and Contractor shall be subject to the examination and/or audit by County, a Federal grantor agency, and the State of California.
- B. Contractor shall comply with all program and fiscal reporting requirements set forth by applicable Federal, State, and local agencies and as required by County.
- C. Contractor agrees upon reasonable notice to provide to County, to any Federal or State department having monitoring or review authority, to County's authorized representative, and/or to any of their respective audit agencies access to and the right to examine all records and documents necessary to determine compliance with relevant Federal, State, and local statutes, rules, and regulations, to determine compliance with this Agreement, and to evaluate the quality, appropriateness, and timeliness of services performed.

## 16. **MERGER CLAUSE; AMENDMENTS**

This Agreement, including the Exhibits and Attachments attached to this Agreement and incorporated by reference, constitutes the sole Agreement of the parties to this Agreement and correctly states the rights, duties, and obligations of each party as of this document's date. In the event that any term, condition, provision, requirement, or specification set forth in the body of this Agreement conflicts with or is inconsistent with any term, condition, provision, requirement, or specification in any Exhibit and/or Attachment to this Agreement, the provisions of the body of the Agreement shall prevail. Any prior agreement, promises, negotiations, or representations between the parties not expressly stated in this document are not binding. All subsequent modifications or amendments shall be in writing and signed by the parties.

## 17. **CONTROLLING LAW; VENUE**

The validity of this Agreement and of its terms, the rights and duties of the parties under this Agreement, the interpretation of this Agreement, the performance of this Agreement, and any other dispute of any nature arising out of this Agreement shall be governed by the laws of the State of California without regard to its choice of law or conflict of law rules. Any dispute arising out of this Agreement shall be venued either in the San Mateo County Superior Court or in the United States District Court for the Northern District of California.

## 18. **NOTICES**

Any notice, request, demand, or other communication required or permitted under this Agreement shall be deemed to be properly given when both: (1) transmitted via facsimile to the telephone number listed below or transmitted via email to the email address listed below; and (2) sent to the physical address listed below by either being deposited in the United States mail, postage prepaid, or deposited for overnight delivery, charges prepaid, with an established overnight courier that provides a tracking number showing confirmation of receipt.

In the case of County, to:

Name/Title: Ginger Martinez

Management Analyst

Address: San Mateo County Sheriff's Office  
400 County Center  
Redwood City, CA 94063

Telephone: (650) 363-7819 | Fax: (650) 599-1023

Email: gbalkus@smcgov.org

In the case of Contractor, to:

Name/Title: Kimberley Davis

Business Development Manager

Address: Universal Protection Service, LP  
533 Airport Blvd., Suite 303  
Burlingame, CA 94010

Telephone: (408) 993-1965 | Fax: (408) 993-1915

Email: Kimberley.Davis@UniversalPro.com

## 19. **ELECTRONIC SIGNATURE**

If both County and Contractor wish to permit this Agreement and future documents relating to this Agreement to be digitally signed in accordance with California law and County's Electronic Signature Administrative Memo, both boxes below must be checked. Any party that agrees to allow digital signature of this Agreement may revoke such agreement at any time in relation to all future documents by providing notice pursuant to this Agreement.

For County: ☒ If this box is checked by County, County consents to the use of electronic signatures in relation to this Agreement.

For Contractor: ☐ If this box is checked by Contractor, Contractor consents to the use of electronic signatures in relation to this Agreement.

## 20. **COOPERATION**

In the event that County and/or Contractor are involved in any legal claims or litigation brought by third parties, Contractor agrees that it shall cooperate with the County and provide County with any required information relating to the actions of Contractor and/or its employees or agents where such actions relate to the services provided under this Agreement. However, nothing in this section shall require Contractor to disclose to County any attorney-client privileged communication between Contractor and its own legal counsel.

In witness of and in agreement with this Agreement's terms, the parties, by their duly authorized representatives, affix their respective signatures:

**COUNTY OF SAN MATEO**

*A Political Sub-division of the  
State of California*

BY: \_\_\_\_\_  
PRESIDENT, BOARD OF SUPERVISORS

DATE: \_\_\_\_\_

**ATTEST:**

BY: \_\_\_\_\_  
CLERK OF SAID BOARD

**UNIVERSAL PROTECTION SERVICE, LP**

BY: \_\_\_\_\_  
(SIGNATURE)

\_\_\_\_\_  
(PRINTED NAME)

DATE: 1/19/16

# EXHIBIT A SERVICES

In consideration of the payments set forth in Exhibit B, Contractor shall provide the following services:

## **I. DEFINITIONS**

### **A. SAN MATEO COUNTY**

Hereinafter; "San Mateo County", "the County", "County" or "Client"

### **B. SECURITY PROGRAM COORDINATOR**

Sheriff's designee assigned to oversee and coordinate contract security program

### **C. CONTRACT SECURITY ACCOUNT MANAGER**

Contract employee assigned to oversee all sites identified under this Agreement, as well as any future sites that may be added.

### **D. SITE MANAGER**

Contract employee assigned to oversee Security Officer assigned to a specific site.

### **E. CONTRACTOR**

For the purposes of the remainder of this document, the Proposer and Contractor are used interchangeably and both mean Universal Protection Service.

### **F. CONTRACT PERSONNEL**

Security Officers, Corporals, Supervisors, Sergeants, X-Ray Technicians, Lieutenants, Site Managers, and any other proposed on-site personnel employed by Contractor.

### **G. SECURITY OFFICERS**

For the purpose of this document, and for the duration of any Agreement, Contract Personnel, inclusively as noted above, shall be referred to in the aggregate as Security Officers.

### **H. DEFINITION OF AUTHORITY**

Security Officers may be authorized to carry the following equipment: radio, flashlight, chemical agents (with the written agreement of the Security Program Coordinator and the Site Manager), and handcuffs or four-point restraints, following verification of satisfactory training on each item. Security Officers shall not be authorized to carry or utilize firearms or other weapons of deadly force. Security Officers shall, as their primary activity, observe, identify and report. Security Officers' powers to apprehend and arrest shall be limited to the same as for any citizen, as defined under California Penal Code Section 837. Security Officers do not have peace officer powers, as defined under any Section referenced within the California Penal Code. Security Officers are authorized to use non-lethal force only: 1) to directly defend themselves from specific offensive attack initiated by another person, 2) to prevent clear and imminent physical violence to a specific other person or persons, such as a County employee or a member of the public, by another person or persons and, in those situations, only as a last resort, and 3) as directed and under the supervision of licensed County Medical Personnel/Providers for the sole purpose of restraining a party who is under a psychiatric hold (Authority 5150 W&I) or being treated. A Security Officer's first response in any situation described above shall be to call for assistance from the appropriate law enforcement agency.

### **I. POST ORDERS**

A binder type book that is kept at each site. An electronic version will also be made available to the Security Program Coordinator and Site Manager. The Post Orders will include emergency phone numbers for both the Contractor and County, site specific requirements, safety and security procedures. Post Orders are to be reviewed and updated regularly by the contractor and reviewed by the Security Program Coordinator annually.

**J. ACTION REPORTS**

A written report concerning hazardous conditions, safety problems, actions taken, maintenance items, and others as required under the Agreement with County.

**K. INCIDENT NOTIFICATION REPORTS**

A report concerning unusual or extra-ordinary situations such as a trip or fall, security breach, unusual or suspicious person(s) or circumstances, etc.

**L. DAILY ACTIVITY REPORT (DAR)**

A completed form listing all times and duties performed during each shift. Each site DAR will be modifiable to meet that sites requirements. The Site Manager will approve the DAR format.

**M. AGREEMENT**

The written contractual document between the County and Contractor, detailing terms and conditions, the nature and manner of security staffing and services to be provided, payment and billing protocols and procedures, and other pertinent contractual details. Hereinafter referred to as "Agreement", or "Contract".

**II. CONTRACT ADMINISTRATION**

**A. CONTRACTOR'S AUTHORIZED REPRESENTATIVES**

1. Contractor will assign an Account Supervisor or Account Manager, who shall be responsible for overseeing this agreement for Security Guard Services operations and report to the San Mateo County Security Program Coordinator.
2. Contractor will identify the Local Operations Manager located at the nearest branch, regional, or main office and all supporting staff for a particular San Mateo County site. These persons shall be authorized to act for Contractor in every detail at all times, and to resolve ongoing matters such as staffing or personnel problems, billing corrections, creating special one-time security details or assisting with ongoing staffing for a new site location at County's request, etc.

**B. PRELIMINARY INSPECTIONS**

Upon full execution of this agreement, Contractor and a San Mateo County Representative shall make an on-site review of each site, at which it will be providing security services. At that time, the Contractor shall review in detail, the general types of work required by each County department at each specific site. Contractor shall be provided floor plans of the facility which depict emergency evacuation routes, the location and type of each fire alarm, locations of utility cut-off valves or switches, utility systems controls, special instructions pertaining to security controls, etc.

**C. MONTHLY PERFORMANCE INSPECTIONS**

Authorized Contractor representatives shall conduct monthly inspections of the account and meet with the County Security Program Coordinator to determine the overall quality of contract performance, job knowledge of individual guards, the effectiveness of training, and to observe and determine the conduct and appearance of the Security Officers.

**D. CONTRACT PERFORMANCE**

Security Officers shall comply with requests made by the County Security Program Coordinator and/or designated facility site manager. Changes in performance requirements under this Agreement shall only be made at the request of said individuals, which shall be coordinated by the Sheriff, or Sheriff's designee.

**III. GENERAL SERVICES TO BE PERFORMED BY CONTRACTOR**

- A. Contractor will furnish all labor, uniforms, badges, equipment, materials, supplies and supervision to satisfactorily perform the protection and patrol services in the manner and at the frequencies set forth below and in the Post Orders. In addition, Contractor shall provide the IAHSS exam book for those officers assigned to the Hospital and medical facilities.

B. Service Locations:

**COURTS**

Hall of Justice	400 County Center, Redwood City
Traffic Court	500 County Center, Redwood City
Youth Services Center	222 Paul Scannell Drive, San Mateo
South San Francisco Courts	1050 Mission Road, South San Francisco

**SMMC / HEALTH SERVICES**

* East Palo Alto Services Center	2415 University Avenue, East Palo Alto
Fair Oaks Clinic	2710 Middlefield Road, Redwood City
South County Mental Health Center	802 Brewster Street, Redwood City
Health System Admin. Building	225 West 37 <sup>th</sup> Avenue, San Mateo
SMMC/Hospital and Clinics Division	222 West 39 <sup>th</sup> Avenue, San Mateo
Central County Mental Health	1950 Alameda de las Pulgas, San Mateo
South San Francisco Clinic	306 Spruce Avenue, South San Francisco
North County Mental Health	375 89 <sup>th</sup> Street, Daly City
Daily City Clinic	380 90 <sup>th</sup> Street, Daly City
Coastside Clinic	225 South Cabrillo Highway, Half Moon Bay

**HUMAN SERVICES AGENCY**

* East Palo Alto Services Center	2415 University Avenue, East Palo Alto
South Regional Office	2500 Middlefield Road, Redwood City
Central Regional Office	550 Quarry Road, San Carlos
Child Welfare Services	400 Harbor Boulevard, Belmont
North Regional Office	271 92 <sup>nd</sup> Street, Daly City
HSA SSF Office	1487 Huntington, South San Francisco

**PARKS DEPARTMENT**

Coyote Point Marina	1900 Coyote Point Drive, San Mateo
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**DEPARTMENT OF PUBLIC WORKS**

San Carlos Airport	620 Airport Drive, San Carlos
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*\* Shared by Health Services and Human Services*

All other areas shall be off limits to Security Officers during working hours.

1. Location/Site Additions/Reductions:

- (a) County may acquire new sites, vacate or combine sites and/or relocate service requirements.
- County, at its discretion, may require Contractor to provide additional Security Officers or reduce the number of Security Officers based on the needs of the County.
  - County shall provide Contractor with 15 days written notice when reducing the number of Security Officers.
  - All requests for additional Security Officers and special security details will be made through the County Security Program Coordinator.
  - All special security detail or other special one-time staffing additions, whether on regular time, overtime, or some combination thereof, shall be direct billed to the requesting County department or agency.



(b) Location Additions:

- County may need security officers at sites and/or departments not listed above.
- Contractor shall provide such services at the lowest bill rate unless deemed by the County Security Program Coordinator, and/or department manager, a higher rate is appropriate.
- A 2% contingency has been added to the contract's not-to-exceed amount for this purpose.

C. General Duties / Requirements of Security Officers / Supervisors / On-Site Managers

1. Requirements of Contractor's personnel assigned to County facilities shall include, but are not limited to the following (at no additional cost to the County).
  - (a) Physical examination with periodic re-evaluation, obtained by Contractor. Contractor will verify that personnel are fit to perform the duties prescribed, and are free of infectious diseases.
  - (b) Pre-employment and verification of drug testing to cover all "popular" substances, including alcohol, pursuant to Contractor's standards. Contractor's employees must comply with County's established Drug-Free Workplace Policy.
  - (c) Ability to read, write, and communicate accurately and effectively, verified by Contractor.
  - (d) Verification of high school diploma or equivalent.
  - (e) A state and local criminal records check performed to Contractor's standards. A complete background investigation where indicated or required by Contractor.
    - Department of Motor Vehicles check and current/valid driver's license, and ability to operate a motor vehicle.
    - No more than three (3) moving violations within the previous three (3) year period will be acceptable for post assignments requiring vehicle operation on County property.
  - (f) Ability to:
    - Complete assignments with limited supervision.
    - Read, interpret and initiate policies, procedures, and implement same.
    - Write accurate, clear, and complete reports.
    - Must be at least 18 years of age and possess a valid California Guard Card. Any notifications to the Contractor from the State regarding the personnel's Guard Card will be forwarded to County.
  - (g) Authorized to work in the United States.
  - (h) Completion of the American Red Cross First Aid and CPR course or equivalent within 30 days of assignment to County. Proof of certification must be in possession.
  - (i) Duties shall be performed by qualified, careful, and efficient employees of Contractor in strictest conformity with accepted security practices and standards.
  - (j) Contractor's personnel must be knowledgeable of and must conform to applicable laws and regulations.
  - (k) County reserves the right to interview and accept or reject any employee proposed by Contractor for assignment to County facilities.
  - (l) No change in personal assignments shall be made without prior notice to County's Security Program Coordinator and/or designated facility site manager.
  - (m) Contractor will immediately remove any employee assigned to County upon County's request, without requiring a showing of cause.

D. Training

1. Contractor shall furnish Security Officers with comprehensive preparatory security training prior to assignment at County. Training shall include, but is not limited to the following, to be provided at Contractor's expense:

- Duties and functions of a Security Officer
  - Patrol procedures
  - Report writing
  - Public relations
  - Search and seizure procedures and laws of arrest
  - Authority and jurisdiction of local enforcement agencies
  - Traffic control
  - Civil disturbance procedures
  - Safety procedures
  - Telephone and radio communications
  - Response to and preservation of crime scene
  - Specific site duties
  - First aid and CPR, with periodic updates/recertification as agreed upon by Contractor and each County department where Contractor is providing services
  - Bomb Threats
  - Fire Safety Equipment
  - Use of handcuffs (SMMC/clinic Officers)
  - IAHS training curriculum (SMMC/clinic Officers)
  - At least 8 hours of Crisis Prevention Institute (CPI) training/certification prior to starting, and at least 6 hours annual CPI recertification thereafter (for Security Officers assigned to Hospitals and Clinics) [Note: training costs to be borne by Contractor, although SMMC may offer training sessions for recertification with Contractor to cover the costs]
  - Fire and life safety training – at least 1 hour annually (SMMC/clinic Officers)
  - HIPAA training – at least 1 hour annually (SMMC/clinic Officers)
  - Geriatric restraint and Alzheimer's training (For Burlingame LTC Officers)
  - Cultural Diversity and Sensitivity training
2. Verification of all training shall be submitted to the County Security Program Coordinator and/or designated facility site manager no later than 10 days following training. All training shall be provided to the satisfaction of County, pursuant to this Schedule.
  3. Contractor must train its Supervisors in techniques of managing personnel and officer training, including post duties and shall certify the completion of such training.
  4. Contractor's field supervisors shall conduct on-site training and follow-up by frequently visiting personnel assigned to County facilities to guarantee the quality of performance, appearance, attitude and training.
  5. Contractor shall review compliance with training requirements on a quarterly basis with Countywide Security Unit.

#### E. Site Visits

1. Contractor will have Supervisors or Training Officers available to make frequent and periodic visits to County facilities (*minimum of two visits per month*).
2. Each Officer assigned to a County facility shall be visited frequently by Contractor's Supervisor. Contractor's Supervisor shall assure the quality of the Security Officer's performance, appearance, attitude, and training.
3. Supervisor/Facility Security Representatives: Contractor's supervisors shall frequently interface with County's authorized representative to assist in carrying out regular and special Post Orders (covering extra or special duty assignments by the representative).
4. Contractor's field supervisors shall be required to inspect and leave on-site reports for County's Security Representative. Report shall detail their activities and finding for Contractor's management as well.

5. Field supervisors must respond to Security Officer requests for assistance, and appear on-site each time a significant Incident Report is made. A report of action taken on the incident should be left on-site for review by the facility's security representative.
6. Contractor's local manager shall personally visit County's administrator assigned to security not less than twice every 30 days. The visits shall be documented using a Client Service Form, provided by Contractor, and be maintained by both County and Contractor. The form shall grade all aspects of service as well as document agreed upon corrective actions.

F. Additional Duties / Requirements Specific to Site Managers.

1. Possess a background with a minimum of two (2) years successful experience in field supervision (civilian community law enforcement, military service law enforcement or security, commercial or industrial officer service of security).
2. Provide a level of supervision to ensure that employees are properly performing all duties as specified in this Agreement.
3. Assure that Security Officers:
  - (a) are in uniform and present a neat appearance.
  - (b) maintain a continued state of proper training.
  - (c) possess the necessary permits, authority, etc.
  - (d) maintain continued liaison with County's Security Program Coordinator.
4. Conduct annual and monthly training classes and safety inspections and assure all required training is completed and records maintained.
5. Conduct training to County employees as assigned by County's Security Program Coordinator, which includes, but not limited to:
  - (a) Semi-Annual fire extinguisher classes;
  - (b) Security awareness;
  - (c) Fire and safety health courses; and
  - (d) Facility orientation.

G. Additional Duties / Requirements Specific to Security Supervisors.

1. Possess and maintain a valid State Department of Consumer Affairs Baton Certification, at all times.
2. In Facility Supervisor's absence, fulfill all requirements and perform all duties, as described in paragraph E above.

H. Uniforms

1. Contractor's employees shall be dressed in appropriate uniforms, as mutually agreed upon between County and Contractor, worn at all times and include at the following:
  - (a) metal badge or soft cloth badge, as determined per site in conjunction with County
  - (b) name plate
  - (c) professional shoes color coded with the uniform
  - (d) hand cuffs
  - (e) mini flashlight
  - (f) appropriate jacket based on facility, as determined with County
  - (g) Uniforms shall be maintained in a neat and clean condition
  - (h) Uniforms must comply with the "name and patch" requirements of the State of California Department of Consumer Affairs for Security Officers

2. All uniform styles in Contractor's proposal shall be made available to County at no additional cost.

I. Police Liaison (via Sheriff's Office)

1. Contractor will follow direction and guidance from the San Mateo County Sheriff's Office assigned liaison supervisors or site supervisors, to establish and maintain a respectful working relationship with the police and fire departments for the appropriate cities where County facilities are located.
2. It is important Contractor's Security Officers earn the respect of police and fire agencies through reliable reports and incident documentation; good observation and recording practices to aid in investigations; good judgment in reactions to emergency or unpredictable situations; and most importantly, a reputation for the honesty and integrity of Contractor staff, as demonstrated through behavior and actions. This aspect of Contractor services may be evaluated through contact with other client references.

J. Safety

Contractor will perform all necessary services to assure the safety and protection of building occupants as well as real and personal property against injury, molestation, loss or damage for any preventable cause including, but not limited to fire, theft, and trespass, as directed by specific County on-site liaison personnel, either in-person, or by established policy and procedures for each site.

K. Inspection Tours

At the direction of County on-site liaison personnel, designated Contractor Security Officers shall make inspection tours in accordance with patrol routes and schedules established and as indicated in the Post Orders for each facility.

L. Hazardous Conditions

Security Officers shall report to the Site Manager (daily or as incidents occur) potentially hazardous conditions and items in need of repair, including inoperative lights, leaky faucets, toilet stoppages, broken or slippery floor surfaces, etc. The Security Officers shall send daily (or as incidents occur), reports to the Site Manager detailing the hazard to be corrected.

M. Reports And Records

1. Security Officers shall prepare required orders, instructions, and reports (including reports on accidents and fires), and maintain and make available all records concerning the duties and responsibilities of the assignment.
2. All Security Officer Reports, written and/or verbal, regarding the security environment, as well as other areas of the San Mateo County operation, shall be forwarded via appropriate reporting channels to the Site Manager.
3. All Security Officers shall be required to submit incident and actions reports. Incident reports shall be submitted on all unusual or extraordinary situations.
4. An Action Report shall be required on all hazards.
5. All reports shall be complete, clear, concise, legible, and capable of administrative and/or legal use by San Mateo County.
6. Daily Activity Reports shall be completed and submitted to the Site Manager at the end of each shift.
7. All reports shall be completed on the date of incident, unless additional time is granted by the Site Manager.

N. Key Control

1. Contractor shall receive from the Site Manager all keys and electronic cardkeys to the building, various offices, gates, etc., as required to perform the defined duties.
2. Contractor shall issue and account for all keys issued on each shift.

3. All keys shall be returned each shift.
4. Each shift shall be responsible for the safety and security of all keys and/or electronic cardkeys in their possession.
5. Contractor shall be responsible for any and all expenses related to any required facility re-keying as a direct result of the Security Officers losing keys.
6. Contractor shall be responsible for any and all expenses related to the replacement of lost electronic cardkeys.

O. Lost And Found

Contractor shall receive, issue a receipt for, and safely store lost and found articles, pending return to owner or for other appropriate disposal (in accordance with procedures outlined in Post Orders).

P. Injuries or Illness

Contractor shall obtain professional assistance, in accordance with local procedures, in the event of injury or illness to employees and the public, while in the building or on the grounds.

Q. Emergency Assistance

1. In the event of an emergency or unusual occurrence adversely affecting the interest of San Mateo County, Contractor shall summon appropriate assistance (such as the local fire and/or police departments) and immediately notify the Contractor Account Supervisor, San Mateo County Security Program Coordinator, and other designated officials.
2. Additionally, if so requested by San Mateo County, Contractor shall assign Security Officers to cover special shifts and assignments as required over and above the normally contracted shifts and assignments.

R. Security Officers

Security Officers shall confine their patrol activities to the defined areas of the San Mateo County account site. All other areas are off-limits, during working hours.

S. Failures and Omissions

1. Understanding that this is not a complete list of violations, Contractor agrees that the occurrence of any acts or omissions listed below would constitute a violation of the this agreement:
  - (a) Failure to produce the number of Security Officers required for each post and each shift.
  - (b) Failure to promptly assign trained substitute Security Officers as replacements, in the event that a Security Officer does not report for a shift.
  - (c) Allowing security officers to work in excess of twelve (12) consecutive hours or more than fifty-six (56) hours in consecutive days or with less than eight (8) hours off between shifts or causing tired and exhausted Security Officers to be assigned to County facilities.
  - (d) Failure to maintain complete records of all shifts worked by each security officer assigned to the account(s).
  - (e) Failure to pay each security officer.
  - (f) Failure to provide, or produce documentation concerning, background investigations.
  - (g) Failure to assign correctly attired, equipped, & groomed security officers.
  - (h) Failure to replace any security officer within eight (8) hours of a request to do so, without prior notification to the County of San Mateo.
  - (i) Failure to supply Security Officers with required training or provide documentation thereof.

**T. Federal OSHA Regulations**

1. Contractor shall be responsible for fulfilling the requirements of Federal OSHA Regulation, Part 1910, Title 29, 1910.1036, "Blood Borne Pathogens," at no cost to County. Contractor shall follow the requirements set forth in County's policy on Blood Borne Pathogens.
2. County shall be responsible for fulfilling the requirements of 8 CCR 3202, Injury and Illness Prevention Program. Contractor shall follow the requirements set forth in County's policy on Accident and Injury Prevention.

**U. Time-Off Accrual / Personnel Coverage.**

**1. Accrual of Vacation Time.**

Contractor is required to provide its eligible employees providing service under the contract at least five days of paid vacation each year on their anniversary date with Contractor at no additional cost to the County. The County understands that per its policies, the Contractor may provide its employees with more than five days of vacation per year, which would also be provided at no additional cost to the County.

**2. Personnel Coverage / Replacement.**

- (a) Contractor shall be responsible for backfilling/replacing all Security Officers while the incumbent is on paid leave, vacation, FMLA or any other paid leave.
- (b) Contractor will not charge County for paid leave but only for actual shift coverage at the straight bill rate.
- (c) All leave usage must be scheduled and pre-authorized by both Contractor's management representatives, as well as the appropriate on-site County liaison personnel.
- (d) Contractor's failure to provide coverage, as specified above, may be cause for cancellation of this Agreement; however, County may, at its option, charge Contractor at twice the regular hourly rate for each hour during which the post is not covered. This amount shall be deducted from the monthly payments from County to Contractor.
- (e) In the event Contractor personnel is unable to perform his/her duties due to illness or accident during a shift, County shall not charge Contractor as long as the post is covered within one hour of the event.
- (f) Contractor shall immediately notify County when a post is not covered.

**IV. WORK AND SERVICES REQUIRED BY CONTRACTOR**

- A. Contractor will provide, operate, and maintain a Security Officer force to perform all necessary security functions and security patrol rounds, as well as provide other building protection devices and equipment. Contractor will be familiar with and knowledgeable of all County requirements and related duties.
- B. Security Officers will be able and certified to administer minor emergency first aid to injured parties and notify the appropriate authorities, in the event of an accident or emergency.
- C. Contractor will provide printouts of guard tour reports for those areas where security guard tours are conducted. The date, time, and location of the watch shall be indicated, in writing, at the beginning of each report.
- D. The Site Manager shall provide a schedule for each location for security services.
  1. Contractor shall provide County with a schedule of Security Officers' work assignments including name(s) and hours scheduled for work.
  2. The Security Program Coordinator shall be notified as soon as practical of any assignments substitution.
  3. County will not be subject to extra or overtime pay for the Contractor's employees should the Contractor assign Security Officers to extended shifts, unless County initiates a schedule change.

- E. Contractor will be responsible for providing Security Officer coverage for all designated posts.
  - 1. Contractor's designated personnel will staff posts, which are not staffed due to the failure of the Security Officer to report to duty, within one (1) hour of the start of the new shift.
  - 2. Contractor's designated replacement will be trained and approved to work the vacancy prior to being assigned.
  - 3. The Site Manager shall be notified immediately of the situation.
  - 4. County will not be billed for unfilled posts or posts which have, in effect, been abandoned.
  - 5. Should these conditions continue without timely corrective action upon the part of the Contractor, County will deduct from the monthly billing the amount equal to the time and one-half billing rate plus ten percent (10%), until the situation is corrected.
- F. Any Officer who voluntarily leaves a security post, without being properly relieved, shall be removed from further service to any County site.

## **V. SPECIFIC FACILITY AND SECURITY OFFICER DUTIES**

### **A. Courts**

- 1. 400 County Center, Redwood City
- 2. 500 County Center, Redwood City
- 3. 222 Paul Scannell Drive, San Mateo
- 4. 1050 Mission Road, South San Francisco
  - (a) Staff and operate security-screening checkpoints, within the Court buildings, under the direction of designated Sheriff's personnel. Equipment used may include an x-ray scanning console, a walk-through metal detector, a hand-held metal detector, a video monitor and display, radios, cell phones, handcuffs, flashlights, and other physical security resources.
  - (b) Contractor will staff the checkpoints with at least one (1) female Security Officer on both day and swing shifts.
  - (c) Observe building entrants, occupants, and visitors for compliance with County Building safety/security rules and regulations, and check employee ID cards as required.
  - (d) Verbally discourage persons attempting to gain unauthorized access and assist Sheriff's personnel, as necessary, in questioning and/or the possible arrest of such individuals.
  - (e) Conduct roving patrols of the campus, including parking lots, parking structures, and exteriors of the major buildings.
  - (f) Provide escort services, as needed, to individuals reasonably requesting the service.
  - (g) Security Officers assigned to the County Center campus (400 County Center) will make a minimum of two (2) daily security checks of the Law Library, Old Courthouse, and Lathrop House.

### **B. Human Services Agency (HSA)**

- 1. 400 Harbor Blvd, Belmont - Child Welfare Services
  - (a) Observe building entrants, occupants, and visitors for compliance with County Building safety/security rules and regulations and shall check employee ID cards as required.
  - (b) Verbally discourage persons attempting to gain unauthorized access.
  - (c) Be available to monitor client-related interactions as needed.
  - (d) Be stationed at Building B and conduct roving patrols of parking lots surrounding Human Services Agency occupied buildings, which are subject to change, but currently include Buildings A, B, C and E (known as the Harbor Park Complex) on a routine basis.
  - (e) Provide escort services, as needed, to individuals requesting the service.

- (f) Conduct the fingerprinting of the foster parent candidates, as well as respond to all calls for service on the Contractor's provided phone.
  - (g) Assist the Site Manager if they believe a crime has been committed and may serve as a liaison with the local law enforcement agency on criminal matters, in accordance with the Post Orders; i.e. thefts, etc.
  - (h) Be familiar with the Agency Emergency Response Plan.
  - (i) Lock/unlock buildings as requested, as well as respond to all calls for service on the Contractor's provided phone.
2. 2500 Middlefield Road, Redwood City - Southern Regional Office
- (a) Observe building entrants, occupants, and visitors for compliance with County Building safety/security rules and regulations and shall check employee ID cards as required.
  - (b) Verbally discourage persons attempting to gain unauthorized access.
  - (c) Be available to monitor client-related interactions as needed.
  - (d) Conduct roving patrols of the facility, including the parking lot.
  - (e) Provide escort services, as needed, to individuals requesting the service.
  - (f) Assist the Site Manager, if they believe a crime has been committed and may serve as a liaison with the local law enforcement agency on criminal matters in accordance with the Post Orders; i.e. thefts, etc.
  - (g) Be familiar with the Agency Emergency Response Plan.
  - (h) Lock/unlock buildings as requested, as well as respond to all calls for service on the Contractor's provided phone.
3. 271 92<sup>nd</sup> Street, Daly City - Northern Regional Office
- (a) Observe building entrants, occupants, and visitors for compliance with County Building safety/security rules and regulations, and shall check employee ID cards as required.
  - (b) Verbally discourage persons attempting to gain unauthorized access.
  - (c) Be available to monitor client-related interactions as needed.
  - (d) Conduct roving patrols of the facility, including parking lots.
  - (e) Provide escort services, as needed, to individuals requesting the service.
  - (f) Assist the Site Manager, if they believe a crime has been committed, and may serve as a liaison with the local law enforcement agency, on criminal matters, in accordance with the Post Orders; i.e. thefts, etc.
  - (g) Be familiar with the Agency Emergency Response Plan.
  - (h) Lock/unlock buildings as requested, as well as respond to all calls for service on the Contractor's provided phone.
4. 550 Quarry Road, San Carlos - Central Regional Office
- (a) Observe building entrants, occupants, and visitors for compliance with County Building safety/security rules and regulations and shall check employee ID cards as required.
  - (b) Verbally discourage persons attempting to gain unauthorized access.
  - (c) Be available to monitor client-related interactions as needed.
  - (d) Conduct roving patrols of the facility as well as the surrounding parking lot, on a routine basis.
  - (e) Provide escort services, as needed, to individuals requesting the service.



- (f) Assist the Site Manager, if they believe a crime has been committed and may serve as a liaison with the local law enforcement agency on criminal matters in accordance with the Post Orders; i.e. thefts, etc.
- (g) Be familiar with the Agency Emergency Response Plan.
- (h) Lock/unlock buildings as requested, as well as respond to all calls for service on the Contractor's provided phone.

5. 2415 University Ave., East Palo Alto – East Palo Alto Services Center

- (a) Observe building entrants, occupants, and visitors for compliance with County Building safety/security rules and regulations, and shall check employee ID cards as required.
- (b) Verbally discourage persons attempting to gain unauthorized access.
- (c) Be available to monitor client-related interactions as needed.
- (d) Conduct roving patrols of the facility, including parking lot.
- (e) Provide escort services, as needed, to individuals requesting the service, as well as respond to all calls for service on the Contractor's provided phone.
- (f) Assist the Site Manager if they believe a crime has been committed and may serve as a liaison with the local law enforcement agency on criminal matters in accordance with the Post Orders; i.e. thefts, etc.
- (g) Be familiar with the Agency Emergency Response Plan.
- (h) Lock/unlock buildings as requested, as well as respond to all calls for service on the Contractor's provided phone.

C. 1900 Coyote Point Drive, San Mateo - Coyote Point Marina

- 1. Conduct random roving patrols of the Marina, as required, to determine that appropriate areas are secure and safe from fire, theft, vandalism, and the presence of unauthorized persons.
- 2. Walk each dock (a distance of 1.8 miles) a minimum of three (3) times per shift.
- 3. All rounds shall be monitored using detex-style equipment.
- 4. Check for gas and diesel leaks or spills from the boats, damage to any boats or docks, mooring line problems with docked boats, live-on-boards (not allowed), or security lighting problems. However, at no time are the Security Officers to go on board any vessel, without the express permission of the owner or under the specific direction of the Site Manager or their designee.
- 5. Verify that the channel waterway navigational lights and the land based mounted navigational range lights are functioning and report any problems to the Site Manager.
- 6. Assure that the dock gates remain closed and locked, that doors to the marina office and to the concessionaire office are securely closed and locked.
- 7. Monitor the fuel tank alarm, in the vicinity of the concessionaire building, and immediately report any problems to the Site Manager.
- 8. Security Officers assigned to Coyote Point Marina will be proficient swimmers, knowledgeable of marina safety, and informed on tidal ranges and changes, know how to retie boats to a dock, and know how to deploy and operate the County de-water pumps for boats that have taken on water.
  - (a) Security Officers will be provided the training instructions and written guidelines on identifying boats that may need retying or pumping out.
- 9. Complete a log identifying vehicle license numbers that are parked in the designated marina parking lots after midnight.
- 10. Before assignment, Security Officers to be assigned to Coyote Point Marina shall have completed at least twenty (20) hours of on-the-job training and issued a personal floatation device prior to working alone at the Marina.

**D. 620 Airport Drive, San Carlos - San Carlos Airport**

1. Conduct continuous patrols of the San Carlos Airport, as required, to ensure that the entire facility is secure and safe from fire, flooding, theft, vandalism, and presence of unauthorized persons.
2. Make contact with all persons who enter onto the airport (including all airplane, vehicle and foot traffic) in a professional and courteous manner, to verify reasons for being there and shall record all contacts in a log.
3. Monitor and record all process alarms, aircraft activity, noise abatement violations and complaints, vehicle parking and overnight transient aircraft parking. Additionally, officers will perform nightly inspections of airport lighting system, airport equipment and facilities, as required.
4. Security Officers will have knowledge of safe and proper airport operating procedures, Airport Rules and Regulations, Airport Noise Abatement Procedures and Federal Aviation Regulations relating to their duties.
5. Meet and debrief with Airport personnel at the beginning and end of each shift, on a daily basis.
6. The Airport will supply a cell phone and radio (and possibly a patrol vehicle), as part of the shift operation.
7. Before assignment, Security Officer's to be assigned to San Carlos Airport shall have completed at least twenty (20) hours of on-the-job training, prior to working alone at the Airport.

**E. SMMC / HEALTH SERVICES**

1. 222 West 39<sup>th</sup> Avenue, San Mateo and other clinic locations listed in Section III.B, above - San Mateo Medical Center (SMMC)
  - (a) Security Officers will be posted and respond to emergency situations and provide assistance to staff, in the medical Emergency Department (ED), Psychiatric Emergency Services (PES), Secure Psychiatric Unit (3 A/B) and in other hospital departments as appropriate.
  - (b) Must attend a briefing, prior to the start of each shift.
  - (c) Observe building entrants, occupants, and visitors, for compliance with County Building safety/security rules and regulations, and shall check employee ID cards as required.
  - (d) Verbally discourage persons attempting to gain unauthorized access.
  - (e) Conduct roving patrols of the hospital and grounds, as required, to determine that appropriate areas are secure and safe from fire, theft, vandalism, and presence of unauthorized persons.
  - (f) Issue personal panic alarms, as appropriate, and issue/retrieve temporary visitors passes.
  - (g) Be available to hospital staff, during shift change hours, to provide escort service to vehicles in parking lots and to be physically present in parking lots, during evening and night shift changes.
  - (h) Respond to all alarms throughout the hospital to ensure the area's safety and security.
  - (i) Maintain radio communication with Security Dispatch. Radios shall be provided and maintained by the Contractor (Radios must meet County standards and be compatible with the current system on a 450-512 MHz channel).
  - (j) Be responsible for verifying paperwork and "accept" and "release" human remains from the Morgue.
  - (k) Record and store for 180 days, on hospital premises, unclaimed belongings of expired patients and lost belongings and dispose of said items, at the end of the stated period as directed by Hospital Administration.
  - (l) Assist in determining if a crime has been committed and serve as a liaison with the San Mateo Police department, on criminal matters, in accordance with the Post Orders; i.e. thefts, etc.
  - (m) Be responsible for issuing parking permits.

- (n) Contractor will provide a patrol vehicle or provide one itself for the Security Officer, at the option of the Hospital Security Director.
- (o) Security Officer's to be assigned to SMMC will have completed at least 80 hours of on-the-job training, as determined by the Hospital Security Director, prior to assignment.
- (p) Contractor's personnel serving at SMMC and its clinics must satisfy the Health Screening Requirements for Security at San Mateo Medical Center and Clinics, a copy of which shall be provided to Contractor. Contractor shall bear the costs of compliance with these requirements, including any annual or other periodic re-immunizations or tests required by that policy.
- (q) Contractor's personnel assigned to SMMC and its clinics shall attend staff meetings with SMMC Security Officer staff and/or leadership periodically as agreed upon by the parties.

2. 225 West 37<sup>th</sup> Avenue, San Mateo - Health Services

- (a) Respond to emergency situations and provide assistance to staff in Administration, Aging and Adult Services, Mental Health Services Division, Public Health Services Division and other departments, as appropriate.
- (b) Observe building entrants, occupants, and visitors for compliance with County Building safety/security rules and regulations, and will check employee ID cards as required.
- (c) Verbally discourage persons attempting to gain unauthorized access.
- (d) Conduct roving patrols of the site and grounds, as required, to determine that appropriate areas are secure and safe from fire, theft, vandalism, and presence of unauthorized persons.
- (e) Lock/unlock the facility, at the start and end of business hours, and as necessary for special and after-hours events.
- (f) Respond to all alarms throughout the hospital, to ensure the area's safety and security.
- (g) Maintain radio communication with Security Dispatch as to Officer location and availability.
- (h) Radios will be provided and maintained by Contractor (Radios must meet County standards and be compatible with the current system on a 450-512 MHz channel).
- (i) Record and store on hospital grounds lost belongings and dispose of said items as directed.
- (j) Assist in determining if a crime has been committed and serve as a liaison with the San Mateo Police department on criminal matters in accordance with the Post Orders; i.e. thefts, etc.
- (k) Be responsible for issuing parking permits.

3. 802 Brewster Street, Redwood City - South County Mental Health Center

- (a) Respond to emergency situations and provide assistance to staff.
- (b) Observe building entrants, occupants, and visitors for compliance with County Building safety/security rules and regulations, and will check employee ID cards as required.
- (c) Verbally discourage persons attempting to gain unauthorized access.
- (d) Conduct roving patrols of the Clinic and grounds, as required, to determine that appropriate areas are secure and safe from fire, theft, vandalism, and presence of unauthorized persons.
- (e) Be available to provide staff with escort service to vehicles in parking lots and to physically present in parking lots during shift changes.
- (f) Before assignment, Security Officers to be assigned to South County Mental Health will have completed at least 20 hours of on-the job training.

4. 1950 Alameda de las Pulgas - Central County Mental Health

- (a) Respond to emergency situations and provide assistance to staff.

- (b) Observe building entrants, occupants, and visitors for compliance with County Building safety/security rules and regulations, and will check employee ID cards as required.
  - (c) Verbally discourage persons attempting to gain unauthorized access.
  - (d) Conduct roving patrols of the Clinic and grounds as required to determine that appropriate areas are secure and safe from fire, theft, vandalism, and presence of unauthorized persons.
  - (e) Be available to provide staff with escort service to vehicles in parking lots and be physically present in parking lots during shift changes.
  - (f) Before assignment, Security Officers to be assigned to Central County Mental Health shall have completed at least 20 hours of on-the job training.
5. 375 89<sup>th</sup> Street, Daly City - North County Mental Health
- (a) Respond to emergency situations and provide assistance to staff.
  - (b) Observe building entrants, occupants, and visitors for compliance with County Building safety/security rules and regulations and shall check employee ID cards as required.
  - (c) Verbally discourage persons attempting to gain unauthorized access.
  - (d) Conduct roving patrols of the Clinic and grounds, as required to determine that appropriate areas are secure and safe from fire, theft, vandalism, and presence of unauthorized persons.
  - (e) Be available to provide staff with escort service to vehicles, in parking lots, and be physically in parking lots, during shift changes.
  - (f) Before assignment, Security Officers to be assigned to North County Mental Health shall have completed at least 20 hours of on-the job training.

**EXHIBIT A-1**  
**PROPOSAL SUBMITTED BY**  
**UNIVERSAL PROTECTION SERVICE, LP**

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# Universal Protection Service, LP

Proposal to



## Public Purchase

Redwood City, California 94063

August 31, 2015



### ***Submitted by:***

Kimberley Davis  
Manager  
Business Development  
**Universal Protection Service**

Rick Ward  
National Director  
Healthcare Security Services  
**Universal Protection Service**



**Section  
1**

**Cover Letter**



August 31, 2015

San Mateo County Sheriff's Office  
**Public Purchase**  
Redwood City, California 94063

RE: Request for Proposal for Security Guard Services – RFP #1503  
Universal Protection Service - Proposal in Response

Dear San Mateo County Board of Supervisors, Sheriff's Office, et al:

Thank you for allowing Universal Protection Service the opportunity to present our proposal to provide security services to San Mateo County California.

A company founded and headquartered in California in 1965, Universal Protection Service is celebrating fifty years of providing unmatched security services to its clients. With over 50,000 security professionals throughout the country, supported by over 100 local branch offices, San Mateo County, inclusive of all its cities, towns and unincorporated communities, will be directly supported by our Branch Office in Burlingame and our Regional Office in San Francisco, with additional contingency support from our five other branch offices in Northern California, totaling over 4,000 Security Professionals. We are uniquely situated to support the County's diverse mix of facilities and are honored by this opportunity. Our approach is designed to provide superior, well trained security professionals specifically trained for their assigned environments, as well as a competent and proficient management team to partner with the San Mateo County Security Program Coordinator. Universal Protection Service enjoys the reputation of providing the **most responsive** and **highest quality** of services available in the industry.

Our goal is to be more than just a Security Officer company to our customers; it is to be recognized as the premier security service, providing the ultimate in customer service within the areas in which we operate. We have our own proprietary tracking and management system where we measure the level of service we provide our customers on a bi-annual basis via a customer service review program, in addition to maintaining a continuing quality control program which assures only the highest level of service to our customers. And, as you will observe in the enclosed package, we have developed our own 20-module training program for our Officers, as well as a specialized Healthcare Security Academy that will be further customized for the specific needs of the County's hospital and healthcare facilities. Additionally, our Officers are provided the opportunity to attend Universal University to enhance their security skills resulting in an advanced Certified Security Professional certification; in-turn providing them the opportunity to advance in the industry.

We provide our Officers with the knowledge, tools and support to be successful, awards programs to recognize their importance to our organization, and premium benefits to care for themselves and their families. As you will see in this proposal, our employment package is designed to attract and retain the high caliber people required achieve the County's and our goals.





Our customer service program is unmatched in the industry. A customer survey is distributed to all of our clients every quarter. A grading system is utilized establishing a median level of service. If a level lower than the established median is given by any customer, the concerned manager is required to meet and confer with the customer and provide them a client action plan. Our manager has 30-days or less to resolve the issue which is attested to by the client through their signature on the completed action plan. In providing this plan, Universal Protection Service is assuring our customers that we stand behind our commitment to unmatched service.

We ask that you check our references and ask them about the "Universal Difference". We are confident that they will tell you that Universal Protection is the most professional and capable service provider in the security services industry.

It is our hope at Universal Protection Service that we are selected as the security provider for San Mateo County. You may be assured that all of us, from the president of the company up to the Security Officers at your facilities, will make an optimum effort in providing the service that San Mateo County warrants, and that your employees, constituents, and customers deserve.

If you have any questions or would like to discuss our proposal in greater detail, please do not hesitate to contact us.

Sincerely,

UNIVERSAL PROTECTION SERVICE

*Kimberley Davis*

Kimberley Davis  
Director  
Business Development

Rick Ward  
National Director  
Healthcare Security Services

<b>FIRM NAME:</b>	Universal Protection Service, LLP
<b>PRINCIPAL CONTACT:</b>	Kimberley Davis
<b>ADDRESS:</b>	533 Airport Blvd, Suite 303 Burlingame, CA. 94010
<b>TELEPHONE NUMBER:</b>	(415) 940-2462 (Direct Cell) (408) 993-1965 (Branch Office)
<b>FACSIMILE:</b>	(408) 993-1915
<b>EMAIL ADDRESS:</b>	Kimberley.Davis@UniversalPro.com





**Section  
2**

**Table of Contents**



## Table of Contents

<u>SECTION</u>	<u>TITLE</u>	<u>PAGE</u>
1	Cover Letter .....	1
2	Table of Contents .....	3
3	Program Summary .....	5
	a. Service Description.....	6
	b. Staffing .....	54
	c. Work Plan and Timelines .....	63
	d. Cultural Competence .....	72
	e. Interagency Coordination .....	72
	f. Agency Program Evaluation .....	73
	g. Organizational Background .....	77
	h. Start-Up / Lead Time Requirements .....	81
4	Financial Summary .....	82
5	History .....	91
6	Proof of Insurance.....	99
7	References.....	101
 <b>Attachments</b>		
A	<del>2013 and 2014 CONFIDENTIAL Financials</del>	<del>110</del>



## **Section 3**

## **Program Summary**



## a. Service Description

**Describe the overall services you intend to provide consistent with Attachment A.**

All elements of Attachment A are understood and agreed to. As defined, the below response coincides with the sections of Attachment A – Scope of Work.

### Part I – DEFINITIONS

**Paragraphs 1 through 7 and 12;** all definitions are understood.

**Paragraphs 8 through 11;** post orders will be developed during the transition period, reviewed and approved by the County, after Universal Protection Service and San Mateo County Representatives perform on-site reviews of each site, as prescribed by Attachment A. Post orders will be available on site in the described binder, as well as electronically in the field via Officer's assigned CyCop units, and will be regularly reviewed and updated by Universal and submitted annually and otherwise by request to the County Security Program Coordinator for approval. This technology platform also serves as a documentation (Action Report, Incident Notification Report and Daily Activity Report) management system, reference for emergency contact numbers, a phone, a camera and a patrol management system that provides real-time and historical tracking, and for analysis of incidents and events at each facility, group of facilities, or the contracted security function as a whole, and is described in depth, as follows:

### **CyCop Security Reports Program**



#### **CyCop® Guard Supervision Technology**

CyCop® is Universal Protection Service's unique, patented guard supervision technology. Each Universal Security Officer is monitored through CyCop® via an Android based Smartphone, which is in turn supervised by Universal's 24-hour Command Center.

CyCop® enables Universal and the San Mateo County Security Program Coordinator to always know where their security officers are located at any time of the day or night. It keeps each Security Officer accountable for their duty and performance, and provides complete transparency and accountability from Universal to the County.

#### **The CyCop® Difference**

In the competitive world of security, there are numerous products that provide off-the shelf guard tracking systems. How is CyCop® different?

---

**With CyCop®, there is a human supervisor on the other end  
of the technology in real-time, 24/7/365.**

---

CyCop® ensures that situations that arise are dealt with and resolved immediately. No incident is left unnoticed until the following morning or shift. Through CyCop®, the County will have full assurance that every post is staffed, guards are performing their duties and personnel remain safe.



### Guard Tracking through CyCop®

The CyCop® system relies on both GPS and/or Barcode checkpoints set up throughout County facilities to track each Security Officer in real-time.

Officers are reminded to conduct their duties via a message to the smartphone they carry, then CyCop® follows up to ensure that they perform. In the event that an Officer hasn't completed a required task, they are reminded that they've missed a critical area giving them the opportunity to remedy the problem. In the event that the problem isn't corrected, alerts are then escalated to our 24/7 Watch Commander and to Universal's San Mateo County Management Team for immediate resolution.



Officer receives  
task reminder on  
Smartphone

CyCop sends  
follow-up if task  
remains  
incomplete

Alert escalates  
to 24-hour  
Command  
Center  
Supervisor

Command  
Center escalates  
issues to San  
Mateo Account  
Management

### Electronic Clock-in/out through CyCop

The CyCop® enabled Android based smartphone remains on site at all times. Officers are only able to clock in and out for their shift through the smartphone. Clock-in/out by employees is automated through CyCop to ensure that the correct Officer is on-site and at their assigned post when they clock in for duty.

### Assurance that Officers are vigilant and alert at their post

Through CyCop®, Universal is able to require an Officer to respond to an alert via the smartphone every few minutes, per established protocol (i.e. 10 minutes).

In the case that an Officer does not respond immediately to the alert, or a rounding Officer becomes inactive (no movement by GPS/barcode) for more than 10 minutes, or the Officer's phone is turned off, the Command Center will immediately be notified of the missed alert and call to inquire about, and resolve, the inactivity. This could be due to something as simple as the Officer performing a bed watch, or some other serious condition or event.

If the Officer does not respond or cannot be found, a supervisor will be immediately dispatched for resolution.

**Case Study:** Recently at a large public Client site, the Officer did not respond to a CyCop® inactivity alert during the graveyard shift. Universal's Command Center immediately called the Officer via the CyCop® smartphone. The Officer stated he was currently being evaluated by EMS in the back of an ambulance due to chest pains and was about to be transported to a hospital. Universal immediately sent a patrol supervisor to the site to cover his shift for the rest of the night. **The time lapse between the original inactivity alert and the time the Supervisor arrived on site to staff the post was less than 15 minutes. Through the CyCop® inactivity alert, Universal was able to ensure the post was not left unsecured while the Officer was ushered to the hospital to care for his health (with positive outcome).**

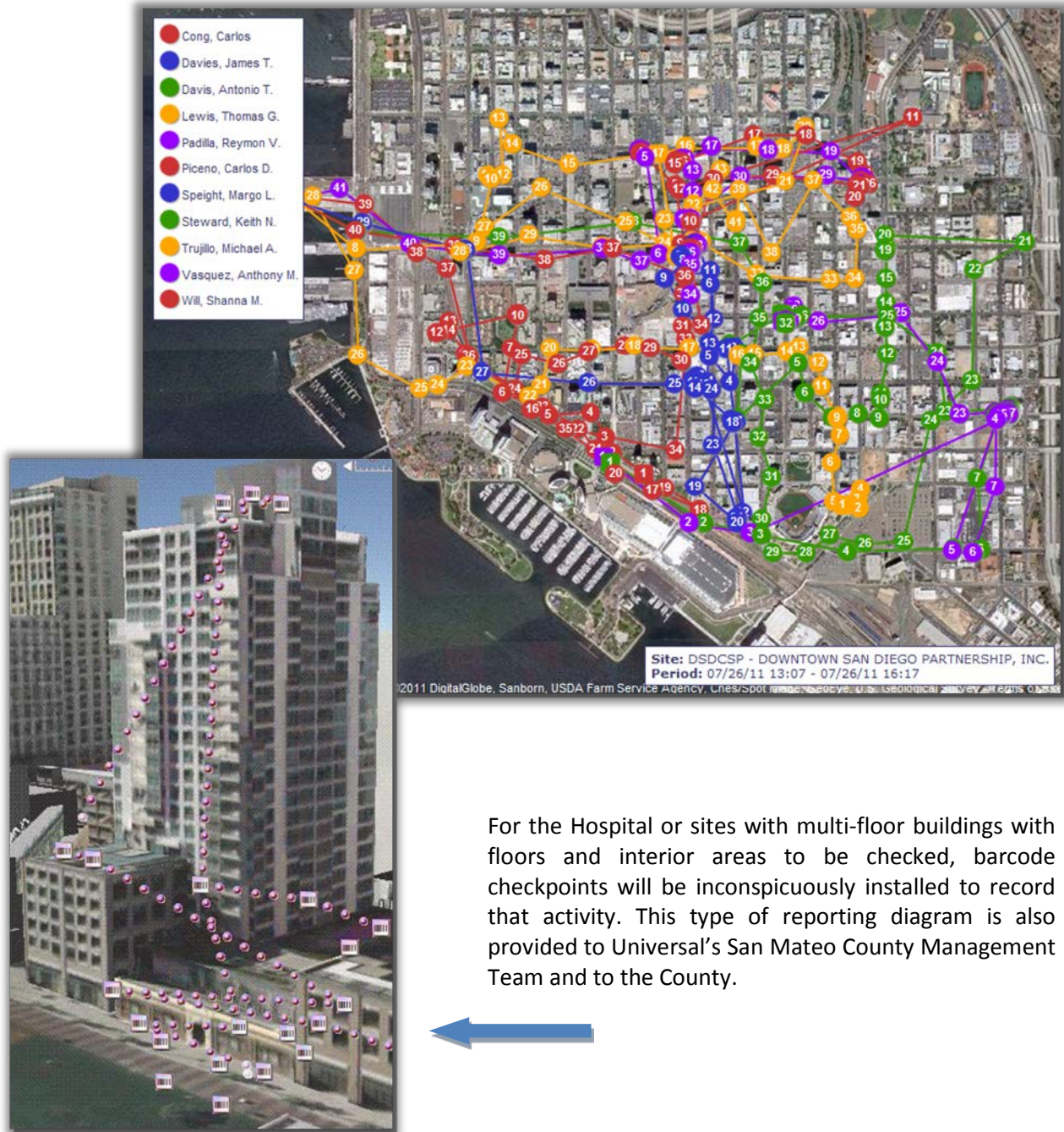






## GPS Map Tracking & Virtual GeoFence Boundary with CyCop

All Universal security professionals are tracked in real-time with CyCop® though GPS tracking. A virtual GeoFence surrounds the hospital or facility campus and if any Officer moves past the boundary, an alert will be sent to the Officer and to the Command Center for immediate resolution. San Mateo County Clients will receive a map monitoring report (sample shown below) every morning. You will be able to see the exact time an Officer is at any given location at the assigned facility, and the patrol routes of multiple Officers during a shared shift.



For the Hospital or sites with multi-floor buildings with floors and interior areas to be checked, barcode checkpoints will be inconspicuously installed to record that activity. This type of reporting diagram is also provided to Universal's San Mateo County Management Team and to the County.



## Reporting through CyCop®

Daily Activity Reports will be provided to the San Mateo County Security Program Coordinator and other designees daily, via email, and is always accessible online through the CyCop® secure web portal, 24/7/365.

CyCop retains all Daily Activity Logs and reports can be searched by keyword, date, activity type, Officer, etc. for easy retrieval of information. These reports are stored indefinitely in a central database for historical data, or per San Mateo County policy can be stored on San Mateo County owned hardware.

Using their CyCop® smartphone, Universal Security Officers create their DARs throughout their shift so information is updated as situations arise. The system is intuitively written to help assist Officers with ensuring that they collect all relevant information for routine and critical incidents, with prompts and pre-established fields, customizable to County reporting requirements. Officers may also take digital color photographs and audio files with their smartphones, which can be attached to DARs and IRs. Incident alerts and activity types may be customized by site, for proper notification of when an incident or activity of a specific nature occurs.



### Sample Daily Log with Photos:

**DAILY LOG**

Save & BackSaveDelete

Print Report

Written By: Diggs Jr, J. Site: GRANDE @ SANTA FE PLACE - SOUTH

Shift:

Vehicle Information

Time On Duty: 07/08/2011 23:00

Vehicle #:

Time Off Duty: 07/09/2011 07:00

Mileage In:  Out:

Total Hours Worked: 8.00

Total Mileage:

Assignment: Select

Supervisor:

	Time/ Duration	Location on Site	Activity Type	Activity Description	Media
<input type="checkbox"/>	23:00	Grans	Passdown	Assumed the duties of the shift. Received logs, keys, equipment, and materials.	
<input type="checkbox"/>	23:10	Grans	-Patrol	Patrol roof and tower	
<input type="checkbox"/>	23:39	Grans	-Patrol	Secured refuse shoots from Floor #19 to Floor #2, as per S.O. Cherry's passdown.	
<input type="checkbox"/>	00:00	Grans	-Patrol	Checked roof mechanical rooms. Lights left on in Boiler and Mechanical Rooms. All	
<input type="checkbox"/>	01:08	Grans	-Patrol	Secured pool area. Closed outdoor umbrellas, shut down propane gas tanks, cut-o outdoor furniture to its proper location as per S.O. Cherry's passdown.	
<input type="checkbox"/>	01:20	Grans	-Patrol	Bike parked in hall. Flr 3602	
<input type="checkbox"/>	01:25	Grans	-Patrol	Unit 3602 appears to be moving	
<input type="checkbox"/>	01:46	Grans	FTO Visit	FTO arrived on sight for training and post visit. Extensive radio checks performed.	
<input type="checkbox"/>	02:44	Grans	Incident Response	Received a noise complaint regarding unit #2606. Dispatched S.O. Dillard and FTO	
<input type="checkbox"/>	03:00	Grans	Parking Lot	P3--383 electric Leaf has a common outlet plugged into bldg. Placed memo re plug-in on rear window	
<input type="checkbox"/>	03:30	Grans	Parking Ticket	Guest parking #2, no permit ticket	
<input type="checkbox"/>	04:00 30 min.	Grans	Break/Lunch	Commenced mid-shift break.	
<input type="checkbox"/>	05:00	Grans	-Posted	Assumed the duties of front desk from S.O. Dillard.	
<input type="checkbox"/>	05:20 10 min.	Grans	Warnings given	Excessive noise complaint for 3802.	
<input type="checkbox"/>	05:25	Grans	Abandoned Property	While on break I discovered a woman's purse in the first floor restroom adjacent to the Security Office. Its contents included a cell phone, assorted make-up items, and \$8.00 in cash. The purse is placed on the front desk log binder. See attached photo.	





## Incident Reports

Routine and critical incidents are documented directly into CyCop. Incident reports are then placed under a single case number, providing the ability to **attach pictures, videos, and scanned images of any evidence**. The Account Manager can then append notes to these Incident Reports for a final case report to be submitted in an Adobe Acrobat document to San Mateo County. This system is a complete case management system allowing for easy retrieval of information in the event of a future lawsuit or other investigation.

### INCIDENT REPORT

[Report](#) | [Images](#)

[Save & Back](#) [Save](#) [Delete](#)

**Print Report**

Title:

Site:

Written By:

Date/Time:

Type:

Location:

Status:

\* denotes a required field

Narrative: 

Paragraph Size B I U

05:03 CHECKED UNIT 304 OUT AND FOUND OUT THE WATER WAS COMING FROM THE CEILING. I CALLED BLDG MGR UP AND INFORMED HER OF THIS. SHE SAID SHE WAS CALLING PEOPLE IN TO CLEAN IT UP. BLDG ENGINEER WAS ON HIS WAY ALSO. HEADED UP TO UNIT 404.

05:06 NO ANSWER FROM UNIT 404. CALLED BLDG MGR AND SHE TOLD ME TO GET SPARE KEY.

05:11 GOT SPARE KEY FOR UNIT 404 AND KNOCKED AS LOUD AS I COULD AND BLDG MGR SAID I SHOULD GOIN TO CHECK IT OUT. I YELLED FOR SOME ONE AND NO ONE ANSWERE SO I WENT ON IN. I FOUND WATER LEAKING FROM THE KITCHEN CEILING. I HEARD PEOPLE IN UNIT 403 AND ADVISED THEM TO CHECK FOR WATER AND THEY SAID THE UNIT WAS DRY. HEADED UP TO UNIT 504. NO SPARE KEY FOR THIS UNIT.

05:15 NO ANSWER FROM UNIT 504 BUT WATER WAS LEAKING DOWN FROM THE EXIT SIGN BY THEIR DOOR. SO I HEADED UP TO UNIT 604. KEPT BLDG MGR INFORMED.

05:19 RAN IN TO RESIDENTS FROM UNIT 203 AND THEY INFORMED ME THE WATER WAS COMING FROM UNIT 604. WE WENT UP TO UNIT 604 AND KNOCKED BUT NO ONE ANSWERED. THE DOOR WAS UNLOCKED SO I OPENED



## Activity Statistics

In CyCop, Activity Statistics allow you to see the amount of time and number of occurrences which a particular activity took place. Each County facility will have detailed information regarding all activity types occurring on-site, that can then be queried in any fashion, by facility type or as a whole.

**ACTIVITY STATISTICS:**

District:

Site:  [Update](#)

Period:   -

Activity Type:

Time Of Day: from  to

[PDF Report](#) [Excel Report](#)

Site Code	Site Name	Activity Type	Description	Count	Total Minutes	Is Incident
110PL	110 PLAZA	911CALL	911 Call	1	0	
110PL	110 PLAZA	ACCESS	Access	27	1	
110PL	110 PLAZA	ALARMFIRE	Alarm (Fire)	7	0	✓
110PL	110 PLAZA	ALARMTROUBLE	Alarm (Trouble)	17	0	✓
110PL	110 PLAZA	DELIVER	Delivery/Pickup	301	8	
110PL	110 PLAZA	DOOR	Unlocked Door(s)	187	6	
110PL	110 PLAZA	ELEVATOR	Elevator(s)	138	282	
110PL	110 PLAZA	ESCORT	Escort	5	8	
110PL	110 PLAZA	FTO_VISIT	FTO Visit	43	35	
110PL	110 PLAZA	GARAGE	Garage Gate(s)	297	2175	
110PL	110 PLAZA	INCIDENT	Incident Response	14	15	
110PL	110 PLAZA	LUNCH	Break/Lunch	657	11670	
110PL	110 PLAZA	OFFDUTY	Off Duty	809	25	
110PL	110 PLAZA	ONDUTY	On Duty	817	0	
110PL	110 PLAZA	PASSDOWN	Passdown	33	0	
110PL	110 PLAZA	POLICE_RESPONSE	Police Response	10	12	✓
110PL	110 PLAZA	POST	Posted	871	43	
110PL	110 PLAZA	PTRL	Patrol	2118	18926	
110PL	110 PLAZA	TRANSIENT	Transient(s)	44	15	
110PL	110 PLAZA	VENDOR	Bldg Vendor	775	99	
110PL	110 PLAZA	Work_Order	WORK ORDER	59	0	



## Budget Consumption Report

A powerful CyCop® feature that can help our San Mateo County Management Team as well as our San Mateo County clients track where their security budget is being spent, which provides full visibility into the day-to-day operations of Universal Protection Service:

BUDGET CONSUMPTION:					
Site: <input type="text"/> Update <input type="button" value="HA"/>					
Month	Original Budget (*)	Latest Forecast (**)	Actual Expenditures	Variance to Forecast (\$)	Variance to Forecast (%)
January	10,824		9,766	-1,058	-9.78
February	9,776		9,267	-509	-5.21
March	10,824		10,254	-570	-5.27
April	10,475		10,742	267	2.55
May	10,824		9,766	-1,058	-9.78
June	10,475		10,742	267	2.55
July	10,824		11,064	240	2.22
August	10,824		10,561	-263	-2.43
September	10,475		10,561	86	0.82
October	10,824		11,064	240	2.22
November	10,475		9,042	-1,433	-13.68
December	10,824		11,064	240	2.22
<b>Total</b>	<b>127,444</b>	<b>0</b>	<b>123,894</b>	<b>-3,550</b>	<b>-2.79</b>

\*Original Budget projection is estimated at the beginning of each year. Holiday and/or special request coverage may not be reflected.

## Electronic Scheduling with CyCop

Universal's management and supervisory staff are able to utilize the robust features of the program to quickly and efficiently schedule personnel in the most efficient manner, minimizing overtime and reducing the chances that a Security Officer will underperform due to working excessively. CyCop scheduling allows for easy viewing the entire schedule for any given period.

SCHEDULE:

Districts:San DiegoSite:Update ELECT - ELECTRA OWNERS ASSOCIATION

Supervised:AllAssignment:All

Shift Type:AllShift:All

Assigned Perm/Temp:AllSite start time is 00:00.

Person:Select

☐ Open Positions Only☒ Filled Positions Only☐ Positions with Tasks Only

PrevSun, 03/27 - 04/02/2011(Odd)Next

☒ Week☐ Sun☐ Mon☐ Tue☐ Wed☐ Thu☐ Fri☐ Sat☐ Include the rest of the week

DeleteClearAddFill/ReplaceCopy To Next WeekGenerate Site ScheduleReports:SelectPage:PrevNext

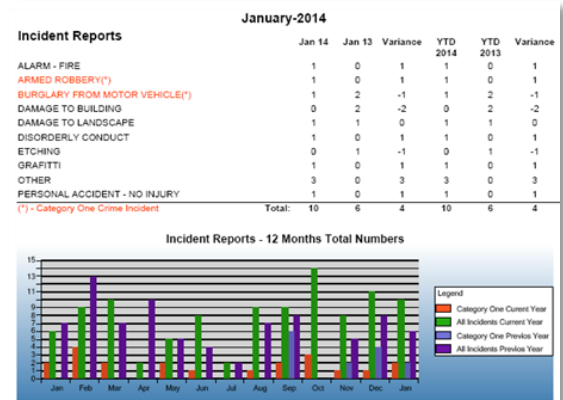
	Site	Assignment Shift	Position Activity	Date Charged To	Shift Start Shift End	Employee	Hrs	Edit	Copy Split	Tasks Template	Changed
<input type="checkbox"/>	ELECT	Guard I Day	Officer I Regular	Sun, Mar 27 Shift Begins	03/27 07:00 03/27 15:00	DUENRG Duenow, R. G.	8.00				RIVEST 03/02 13:08
<input type="checkbox"/>	ELECT	Guard I Day	Officer I Regular	Sun, Mar 27 Shift Begins	03/27 07:00 03/27 15:00	KHALAW Khalid, A. W.	8.00				RIVEST 03/02 13:08
<input type="checkbox"/>	ELECT	Guard I Swing	Officer I Regular	Sun, Mar 27 Shift Begins	03/27 15:00 03/27 23:00	NICHGW Nicholson, G. W.	8.00				RIVEST 03/02 13:09
<input type="checkbox"/>	ELECT	Guard I Swing	Officer I Regular	Sun, Mar 27 Shift Begins	03/27 15:00 03/27 23:00	NORRCR Norris, C. R.	8.00				RIVEST 03/02 13:08
<input type="checkbox"/>	ELECT	Guard I Grave	Officer I Regular	Sun, Mar 27 Shift Begins	03/27 23:00 03/28 07:00	DELAJR Delarosa, J. R.	8.00				RIVEST 03/02 13:08
<input type="checkbox"/>	ELECT	Guard I Grave	Officer I Regular	Sun, Mar 27 Shift Begins	03/27 23:00 03/28 07:00	GARLUI Flores-Garcia, L. A.	8.00				RIVEST 03/02 13:09



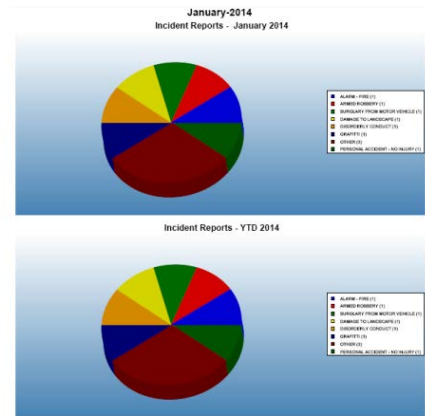
## Statistical Reporting

Incident data is broken down into categories and classifications and separated into silos including Category 1 crimes (Felonies), other crimes (misdemeanors and torts), crimes against persons, crimes against property, medical incidents, and material condition issues which include maintenance issues (Security Related Non-Criminal). This incident data is collected from Incident Reports as well as DARs and Checklists and aggregated within CyCop® and made available to security managers through a variety of different reports. These reports include:

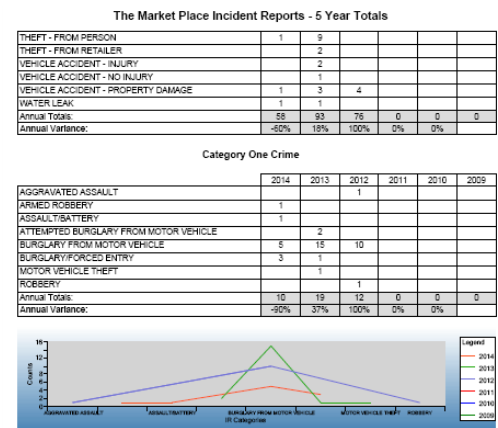
**Monthly Summary Report** – A Summary report of incidents by month including trend analysis over the past year comparing incident type and frequency against the same time in previous years.



**Criminal Analysis Report** – Totals of incident category and classification by comparison to previous months/last year same time/ and overall year including variance information. Incidents are further separated into Crimes against Persons and Property and non-criminal activity.



**Annual History Report (1 - 5 year trailing)** – This provides totals on incident data as well as variance by percentage between each annual period over the past five years and includes graphical representations highlighting the most frequently occurring activity type.

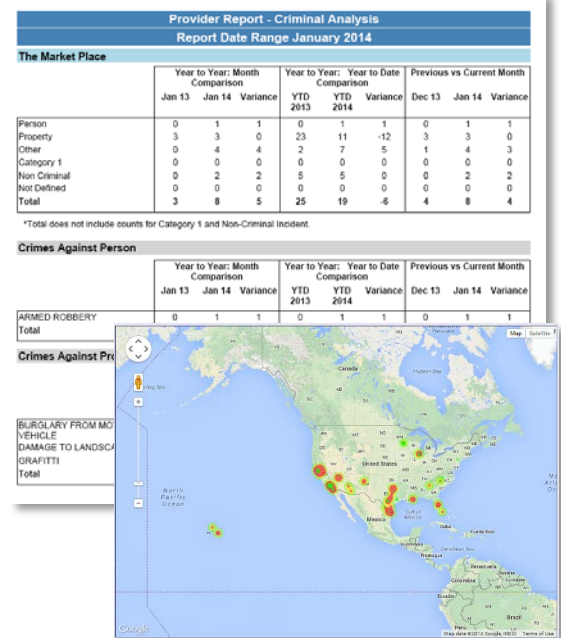






## Trends Analysis including Heat Mapping –

Provides a graphical view of Incident data graphically including mapping out the location of the incidents on the property. This helps to highlight problem locations and may include other security assets including cameras, card, readers, fire pull locations, cipher locks, etc. Security Professional tracking data may be laid over the heat map to provide information on round routines as they relate to problem areas on the property and assist in re-evaluating round routines and other protocols.



As noted above with the Trends Analysis and Heat Mapping report, CyCop® provides the option to graphically display incident location information across the property. This allows security managers to easily identify problem areas at their locations and relate that to other security assets in the area. These assets are available as interactive elements within the heat map and include Security Officer movement, camera locations, access control locations, etc. These assets are expandable and may include many more fields. Leveraging this tool, security managers can identify gaps in rounding routines and adjust movement of field personnel by notifying them through the mobile app and adjusting the monitoring to focus on those problem areas remotely.

CyCop has flexibility within the Daily Activity Reports to include the collection of Activity Types. These can be **defined at the hospital level** and assists managers with managing the amount and type of work being completed by the security team. These can include **patient assists, escorts, parking citations or any other event**. Totals counts and amount of hours utilized performing these activities is recorded and reported back to the Customer and/or security management. The activities are separated from the incident data as they relate to more mundane activities on a property but may add to incident data type.

Activity Type	Description	Count	Total Minutes
911	-911 Call	1	0
ABANDON_PROPERTY	Abandoned Property	21	40
ALARM_FIRE	Fire Alarm	2	5
ALARM_RESPONSE	Alarm Response	56	110
Auto Burglary	Auto Burglary	7	15
BOH Patrol	Patrol of Back Of House	3364	7925
BROKEN	Broken Glass, Window, or Door	8	0
Broken Sprinkler	Broken Irrigation Sprinkler Found	35	40
Burglary	Burglary	4	10
Call	Phone Call	529	2645
Construction	Construction	1388	5850
Damaged Property	Damaged Property	15	45
Delivery	Making Delivery for Property Management	112	526
Dis./Dis. Cond.	Disturbance/Disorderly Conduct	21	35
DUMPING	Illegal Dumping	36	80



## CyCop® Benefits

### Total Accountability

- Alerts sent to Officer to remind them of missed checkpoints
- Real-time GPS tracking of movement or inactivity

### Total Transparency

- You see what we see

### Customized to each site's needs

- Customized checkpoints and GeoFence boundary around hospital and facility campuses
- Customized reports to reflect your priorities
- EOC Report Card reportable event tracking

### Reports

- Emailed daily (no more stacks of hand-written reports)
- On-Line web portal available 24/7/365
- Searchable

### Photos

- Images of incidents and maintenance issues

An additional feature of the system is that as the exterior portions of patrol tracking is accomplished via GPS, the County will be able to remove any “button” or “Detex” type patrol recording devices, allowing for a cleaner aesthetic.

### CyCop Customization

Universal’s in-house programmers are actively engaged in the development of customized reports and statistical analysis that can be customized for San Mateo County requirements. To date, we have solved the most difficult aspect of guard tracking systems – live tracking. We stand alone in the technology field in this regard and have set a new standard of operational effectiveness. We anticipate continuing to press the envelope of new technology deployment as we progress, while keep an eye on reliability.



## **Part II – CONTRACT ADMINISTRATION**

### **1. Contractor's Authorized Representatives**

Agreed. Universal Protection Service will offer the San Mateo County Security Program Coordinator the opportunity to join us in making the determination as to the final selection of the Account Manager. We will present a finely screened number of qualified candidates, with the understanding that the Account Manager ultimately reports to the Security Program Coordinator, and that the two individuals will work closely. In that light, we will ensure a good fit for the County, Universal and the Individual. The selected person will perform as indicated and possess the leadership qualities, characteristics and traits necessary to ensure a professionally managed, vigilant and responsive security program.

### **2. Preliminary Inspections**

Agreed. Universal will involve the selected Account Manager, respective support managers and members of our Fire Life Safety Division in the preliminary inspections.

### **3. Monthly Performance Inspections**

Monthly Performance Inspections and audits of all sites and posts will be conducted and documented for monthly reporting to the San Mateo County Security Program Coordinator. Although reporting is monthly, inspections will be conducted of all sites and all shifts on a weekly basis by Universal's Field Training Managers, Division and Branch Managers, as well as the Account Manager. Inspections will include Officer dress and appearance, hygiene and grooming standards, job knowledge and training effectiveness, safety briefings, post equipment and supplies, organization, documentation maintenance and special announcements. As well as the assigned Officers and supervisors, all inspectors will understand our contractual obligations to enable them to perform exactly as the County has prescribed and to ensure strict compliance. The reports are documented and researchable via our CyCop system.

### **4. Contract Performance**

Universal Protection Service staff, from our president up to the Officers assigned to San Mateo County facilities, will understand that we are bound to perform our duties and responsibilities to San Mateo County as prescribed by the performance standards outlined in the service agreement, post orders and instructions, and measured via the **Quality Improvement Plan**, and perform those duties at the behest of, and under the direction of, the San Mateo County Security Program Coordinator and designated site facility managers. Requests for "special details" will be honored, managed and performed as requested. Samples of our Quality Improvement Plan tracking used in our reporting appear on page 74.

## **Part III – WORK AND SERVICES REQUIRED**

### **GENERAL**

- a) **The Contractor shall furnish all labor, uniforms, badges, equipment, materials, supplies and supervision to satisfactorily perform the protection and patrol services in the manner and at the frequencies set forth below and in the Post Orders. In addition, the Contractor shall provide the IAHSS exam book for those Officers assigned to the Hospital and medical facilities.**

Staff are generously issued all required uniform items, materials and supplies to professionally



perform their duties. Uniform issuance includes 11 shirts, 5 pants and 3 jackets. Officers assigned to the Hospital and medical facilities will be provided IAHS Training Manuals for all certification levels, the CHSO, CAHSO, CHSS and CHPA certifications, and will be recognized and rewarded for their accomplishment by Universal Protection Service. Officers engaged in the IAHS training programs will be actively mentored through the process.

## Uniform Program

Universal Protection Service security professionals are required to maintain a professional appearance at all times. Uniform styles are client driven and we are flexible in meeting San Mateo County requests.

Universal Protection Service will provide uniform maintenance for Security Officers at San Mateo County facilities at no charge to the Officers, to ensure that Officer Appearance is upheld at all times. Please note the pricing information herein includes costs associated with this program.

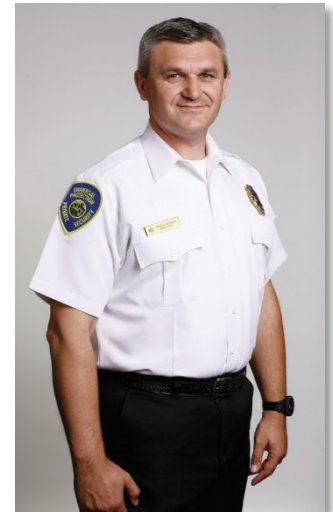
Should an Officer need to replace a uniform or any part thereof, Universal will replace the item/s at no charge. Field Managers are responsible for inspecting Officer's appearance and reporting any uniform issues that need attention.

### Hard Profile

- Navy or black cargo duty pants or slacks
- Navy, white or robin's egg blue short and long sleeve security shirts
- Tuffy jacket and rain gear
- Universal Protection Service Shield – metal or cloth, dependent on environment
- Duty belt with accoutrements
- Black safety shoes
- Photo ID badge



Black or Navy



White on Black or Navy

Other uniform colors are available on request.





### Soft Profile

- Most any suit or sport coat color combination including jacket and pants
- Most any color long sleeve dress shirts
- Tie design selected by client
- Universal Protection Service badge or brass name plate
- Black shoes



### Polo Shirts w/Logo

- Any color
- Custom logos and wording
- if appropriate, Universal Protection Service badge or name plate
- Duty belt with accoutrements
- Black or brown work shoes



### Bike Patrol

- Black or navy patrol shorts or pants
- Universal Bike Patrol specific uniform shirt
- Helmet and safety equipment
- Universal Protection Service badge or brass name plate
- Duty belt with accoutrements



Security Professionals are expected to display a neat, well-groomed appearance at all times. Uniforms must be clean and pressed, and Officers must wear dark socks and black non-slip soled work shoes with no more than ½ inch heel. Nails must be clean and trimmed, facial hair for men is limited to a well-groomed mustache, and jewelry is limited to a single ring, tie tack for men and set of stud or similar small style earrings for women. No extreme or faddish hairstyles are permitted. ID badge must be worn on outermost garment and visible at all times.

**b) The Contractor shall provide Security Officer guard services for the following areas of service:**



- 400 County Center, Redwood City (Hall of Justice)
- 500 County Center, Redwood City (Traffic Court)
- 2500 Middlefield Rd., Redwood City (HSA Southern Regional Office)
- 2710 Middlefield Rd., Redwood City (Fair Oaks Health Center)
- 802 Brewster St., Redwood City (So. County Mental Health Center)
- 400 Harbor Blvd., Belmont (HSA/Child Welfare Services)
- 550 Quarry Rd., San Carlos (HSA/Central Regional Office)
- 620 Airport Dr., San Carlos (San Carlos Airport)
- 1900 Coyote Point Dr., San Mateo (Coyote Point Marina)
- 222 Paul Scannell Dr., San Mateo (Youth Services Center)
- 225 W. 37<sup>th</sup> Avenue, San Mateo (Hospital and Clinics Division)
- 222 West 39th Ave., San Mateo (Hospital and Clinics Division)
- 1950 Alameda de las Pulgas, San Mateo (Central County Mental Health)
- 2415 University Ave., E. Palo Alto (East Palo Alto Services Center)
- 306 Spruce Ave., South San Francisco (South San Francisco Clinic)
- 1050 Mission Rd., So. San Francisco (SSF Courts)
- 271 92nd Street, Daly City (HSA Northern Regional Office)
- 375 89th St., Daly City (North County Mental Health)
- 380 90th St., Daly City (Daily City Clinic)

**All other areas shall be off limits to Security Officers, during working hours**

Universal Protection Service will provide security guard services for the listed facilities, and agrees to discuss with the County any other facility that it feels should be added to or removed, on a permanent or temporary basis, from the serviced facilities list during any time in the contract period. At all facilities, areas deemed as being off limits will be strictly adhered to by all Universal employees.

## **SERVICE REQUIREMENTS**

Officers, supervisors, site managers, and the Account Manager will perform as prescribed, and all will strictly adhere to the elements of performance.

- a) The Contractor shall provide, operate, and maintain a Security Officer force to perform all necessary security functions and security patrol rounds, as well as provide other building protection devices and equipment. The Contractor shall be familiar with and knowledgeable of all customer requirements and related duties.**

Agreed.

- b) Security Officers shall be able to administer minor emergency first aid to injured parties and notify the appropriate authorities, in the event of an accident or emergency.**

Agreed.

- c) The Contractor shall provide printouts of guard tour reports for those areas where security guard tours are conducted. The date, time, and location of the watch shall be indicated, in writing, at the beginning of each report.**

Agreed.



- d) The Site Manager shall provide a schedule for each location for security services. The Contractor shall provide San Mateo County with a schedule of Security Officers' work assignments including name(s) and hours scheduled for work. The Security Program Coordinator shall be notified as soon as practical of any assignments substitution. San Mateo County shall not be subject to extra or overtime pay for the Contractor's employees should the Contractor assign Security Officers to extended shifts, unless San Mateo County initiates a schedule change. The Contractor shall assign well-trained Security Officers and familiarize them with San Mateo County contract requirements.

Agreed.

- e) The Contractor shall be responsible for providing Security Officer coverage for all designated posts. The Contractor's designated personnel shall staff posts, which are not staffed due to the failure of the Security Officer to report to duty, within one (1) hour of the start of the new shift. The Contractor's designated replacement shall have been trained and approved to work the vacancy prior to being assigned. The County's Site Manager shall be notified immediately of the situation. San Mateo County shall not be billed for unfilled posts or posts which have in effect been abandoned. Should these conditions continue, without timely corrective action upon the part of the Contractor, San Mateo County shall deduct from the monthly billing the amount equal to the time and one-half billing rate plus ten percent (10%), until the situation is corrected.

Agreed.

- f) Any Officer who voluntarily leaves a security post, without being properly relieved, shall be removed from further service to any San Mateo County site.

Agreed.

**g) Specific Facility and Staff Assignments**

Agreed. All specific facility and staff assignments, as well as duties and responsibilities for each facility listed in this RFP section will be performed and followed as described. Specialized training, including prescribed OJT training requirements for each facility will be conducted and audited on a regular basis for compliance with maintaining any certifications, as well as recurrence protocols.

As you will see in the references section of this proposal, Universal Protection Service provides services to private and governmental entities in all types of hospitals and healthcare facilities, behavioral health facilities, courts, airports and human services agency type sites. Although each facility is unique and individual communities served have unique requirements and needs, it is through our experience in these environments that we are able to leverage best practices in developing the best possible security service solutions for San Mateo County.

**POLICE LIAISON (VIA SHERIFF'S OFFICE)**

Agreed. Universal Protection Service prides itself in the relationships and reputation that we have fostered with local Sheriff, Police and Fire Departments in the areas we serve. We look forward to earning the respect of the Deputies, Officers, Firefighters and other agents and representatives of the cities, towns and unincorporated communities of San Mateo County, as well as that of its citizens, and look forward to being evaluated by the County in this regard.



## SAFETY

Agreed. Universal Protection Service shall perform all necessary services to assure the safety and protection of building occupants as well as real and personal property against injury, molestation, loss or damage for any preventable cause including, but not limited to fire, theft, and trespass, as directed by specific County on-site liaison personnel, either in-person, or by established policy and procedures for each site.

Beyond Officer performance and program standards followed by Universal Protection Service staff assigned to San Mateo County sites, Universal Protection Service has outstanding resources for the County in the area of fire and life safety through Universal Fire Life Safety Services live training and programs, and our customized RJ Westmore Training System fire/life safety occupant training programs.

## RJ Westmore Fire Life Safety

Our web based, on-line fire/life safety and emergency preparedness training system for Client employees is a fully animated program designed exclusively by Universal Protection Service through RJ Westmore Training Systems. The program is multi-lingual and offered 24/7/365 to every Client employee, providing training, testing and certification, as well as full reporting and documentation capabilities which also assists our Clients in safeguarding their personnel and assets and reduces liability.

Looking for the RJ Westmore Training System? [Login Here.](#)

**RJWestmore** by **Universal Fire/Life Safety Services**

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### Benefits Of Our Online Training

With the RJW Training System, you can *affordably* and *quickly* bring your buildings up to code.

1. Save money - Up to 50% compared to traditional training.
2. Save time - 30-day implementation; property manager/fire safety director workload reduced by 90%; 24/7 online training.
3. Minimize liability - Avoid fines and other penalties.
4. Offer the best - High-quality animated tutorials, full customer service, and system maintenance all included!

[Learn More](#)

[RJW Training System](#) [Emergency Preparedness](#) [Features & Benefits](#) [Watch a Demo](#)

[Contact Us For A Demo](#)

Training Over 400 Million Square Feet

A review of the system is available at <http://rjwestmore.com/> . We would welcome the opportunity to arrange a demonstration.



## **INSPECTION TOURS**

Designated Security Officers shall make inspection tours in accordance with all patrol routes and schedules established and as indicated in the post orders for each facility, and at County direction.

Additionally, these tours can be documented via CyCop's guard tracking system as overviewed previously on page 6 of this proposal.

In regards to the below, items 6 through 13, Universal Protection Service understands and agrees with paragraphs 6 through 13 and will ensure that all post orders, policies, procedures and related training, inspections, supervision and management supports and audits these points for compliance.

## **HAZARDOUS CONDITIONS**

**The Security Officer shall report to the Site Manager (daily or as incidents occur) potentially hazardous conditions and items in need of repair, including inoperative lights, leaky faucets, toilet stoppages, broken or slippery floor surfaces, etc. The Security Officer shall send daily (or as incidents occur), reports to the Site Manager detailing the hazard to be corrected.**

Agreed.

## **REPORTS AND RECORDS**

**The Security Officers shall prepare required orders, instructions, and reports (including reports on accidents and fires), and maintain and make available all records concerning the duties and responsibilities of the assignment.**

**All Security Officer Reports, written and/or verbal, regarding the security environment, as well as other areas of the San Mateo County operation, shall be forwarded via appropriate reporting channels to the Site Manager. All Security Officers shall be required to submit incident and actions reports. Incident reports shall be submitted on all unusual or extraordinary situations. An Action Report shall be required on all hazards. All reports shall be complete, clear, concise, legible, and capable of administrative and/or legal use by San Mateo County. Daily Activity Reports shall be completed and submitted to the Site Manager at the end of each shift.**

**All reports shall be completed on the date of incident, unless additional time is granted by the Site Manager.**

Agreed.

## **KEY CONTROL**

**The Contractor shall receive from the Site Manager all keys, and electronic cardkeys, to the building, various offices, gates, etc., as required to perform the defined duties. The Contractor shall issue, and account for all keys issued on each shift. All keys shall be returned each shift. Each shift shall be responsible for the safety and security of all keys and/or electronic cardkeys in their possession. Contractor shall be responsible for any and all expenses related to any required facility re-keying as a direct result of the Security Officers losing keys. Contractor shall also be responsible for any and all expenses related to the replacement of lost electronic cardkeys.**



Agreed. Additionally and where applicable, Universal utilizes electronic tether technology based keyring devices to ensure close proximity of Officers and their assigned keyrings while on duty to eliminate related issues, which alarms them when they get a few feet from their keyring.

#### **LOST AND FOUND**

The Contractor shall receive, issue a receipt for, and safely store lost and found articles, pending return to owner or for other appropriate disposal (in accordance with procedures outlined in Post Orders).

Agreed.

#### **INJURIES OR ILLNESS**

The Contractor shall obtain professional assistance, in accordance with local procedures, in the event of injury or illness to employees and the public, while in the building or on the grounds.

Agreed.

#### **EMERGENCY ASSISTANCE**

In the event of an emergency or unusual occurrence adversely affecting the interest of San Mateo County, the Contractor shall summon appropriate assistance (such as the local fire and/or police departments) and immediately notify the Contractor Account Supervisor, San Mateo County Security Program Coordinator, and other designated officials. Additionally, if so requested by San Mateo County, the Contractor shall assign Security Officers to cover special shifts and assignments as required over and above the normally contracted shifts and assignments.

Agreed.

#### **SECURITY OFFICERS**

The Security Officers shall confine their patrol activities to the defined areas of the San Mateo County account site. All other areas are off-limits, during working hours.

Agreed.

#### **FAILURES AND OMISSIONS**

The Contractor agrees that the occurrence of any acts or omissions listed below could constitute a violation of the contract agreement:

- Failure to produce the number of Security Officers required for each post and each shift.
- Failure to promptly assign trained substitute Security Officers as replacements, in the event that a Security Officer does not report for a shift.
- Allowing Security Officers to work in excess of twelve (12) consecutive hours or more than fifty-six (56) hours in consecutive days or with less than eight (8) hours off between shifts or causing tired and exhausted Security Guards to be assigned to County facilities.





- Failure to maintain complete records of all shifts worked by each Security Officer assigned to the account(s).
- Failure to pay each Security Officer.
- Failure to produce documentation concerning background investigations or training.
- Failure to assign correctly attired, equipped, & groomed Security Officers.
- Failure to replace any Security Officer within eight (8) hours of a request to do so, without prior notification to the County of San Mateo.
- Failure to supply Security Officers with required training.

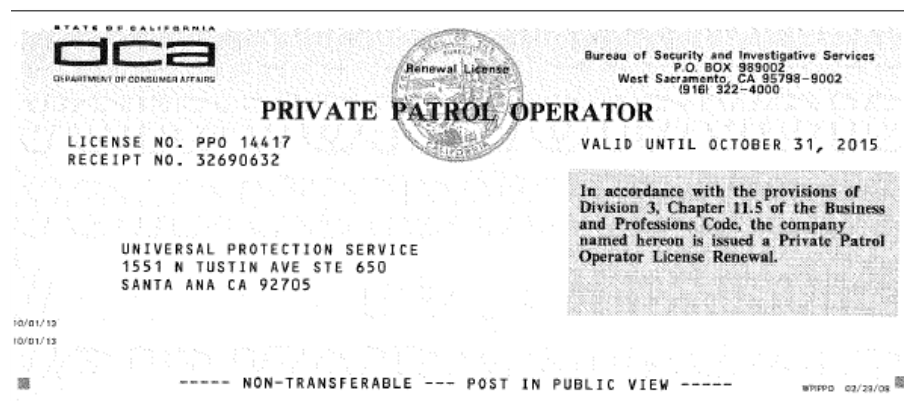
Agreed.

#### Part IV - Contractor Qualifications

1. The Contractor shall have a minimum of ten (10) years of successful experience as a supplier of Security Officers and shall be licensed to do business, in the state of California.

Universal Protection Service was founded in California as a supplier of security services in 1965.

#### **CURRENT CORPORATE LICENSE**



#### **CURRENT BURLINGAME LICENSE**





- 2. The Contractor shall have a fully operational business service facility within fifty (50) miles of San Mateo County Center, centered at 400 County Center, Redwood City, CA.**

Universal has nine offices that meet this criteria. Our Northern California Region consists of the Regional office in San Francisco and eight additional local branches in Burlingame, Monterey, Napa, Oakland, Sacramento, San Jose, Santa Rosa and Stockton. San Mateo County will be served by the Burlingame branch office, **6 miles** from 400 County Center, and the San Francisco office at **23 miles** from 400 County Center. Together, all of these branches employ 4,750 security professionals.

- 3. The Contractor shall agree to cooperate in implementing the goals of San Mateo County Equal Employment Opportunity & Resources Development Program, which seeks to address the needs of San Mateo County for a qualified work force, by identifying employment opportunities; providing employment training and counseling for persons seeking such opportunities; and facilitating the employment of those persons qualified to fill the jobs identified.**

Universal Protection Service agrees to work with San Mateo County's EEO and Resources Development Program is attaining its goals. Universal is committed to a firm policy of equal employment opportunity for all employees and job applicants. It is Universal Protection Service policy to provide employment, career development, advancement and assignment opportunity at all occupational levels based on merit, efficiency and fitness. Universal Protection Service endeavors to maintain a work environment that is free of discrimination based on age, sex, ancestry, color, marital status, medical condition, pregnancy, national origin, veteran status, physical or mental disability, denial of leave under the Family and Medical Leave Act or the California Family Rights Act, political affiliation, race, religious creed, gender, or sexual orientation.

Working in concert with the County, when under-utilization is found, race and gender neutral measures will be employed to identify and remove artificial employment barriers in our employment practices. Affirmative steps will be taken to employ persons with disabilities, and to open upward mobility opportunities for employees in low paying occupations.

Universal will work with the County to implement proactive measures to prevent discrimination and enforce this policy, including internal discrimination complaint procedures. Universal will respond to external County, State and Federal agencies investigating complaints of discrimination. Complaints of discrimination will be heard and investigated by trained EEO counselors and investigators. Investigative findings will be fair and impartial. Appropriate remedies will be recommended and corrective action taken.

It is a strategic goal of Universal Protection to foster a work environment that values quality, respect, diversity integrity, openness, communication and accountability. Managers and supervisors shall be responsible for implementing the principles and objectives of this policy into their daily work activities.

- 4. The Contractor shall have sufficient work force to cover client's requirements for security service. The Contractor shall demonstrate to the County the company's ability to supply such adequate Security Officer workforce, as well as an understanding of the requirements, by submitting a statement with the proposal that the Contractor's company can and will meet all staffing requirements as defined in this document.**

Statement on the following page.





## Universal Protection Service statement of ability and determination:



August 15, 2015

San Mateo County Sheriff's Office  
Public Purchase  
Redwood City, California 94063

RE: Request for Proposal for Security Guard Services – RFP #1503A  
Universal Protection Service – Attachment A, Part IV – Contractor Qualifications  
Question #4 Response

Dear San Mateo County Board of Supervisors, Sheriff's Office, et al:

In response to the following question:

4. The Contractor shall have sufficient work force to cover client's requirements for security service. The Contractor shall demonstrate to the County the company's ability to supply such adequate Security Officer workforce, as well as an understanding of the requirements, by submitting a statement with the proposal that the Contractor's company can and will meet all staffing requirements as defined in this document.

Response:

Universal Protection Service assures that we can and will meet all staffing requirements as defined in this document, San Mateo County Request for Proposal for Security Guard Services, RFP #1503, dated April 28, 2015.

Additionally, Universal Protection Service can and will meet all staffing requirements as special need may arise.

Best Regards,

*Eric McGarty*

**Eric McGarty**  
Senior Regional Vice President  
Northern California  
Universal Protection Service

(415) 926-6405  
Eric.mcgart@universalpro.com

Northern California Regional Office  
545 Sansome Street, Suite 6, San Francisco, CA 94111  
Over 200 Local Branch Offices Nationally



- 5. Security Officers shall not be allowed to regularly work consecutive shifts at any San Mateo County account or regularly work consecutive shifts comprising any San Mateo County account and another client account.**

Agreed. This requirement aligns with Universal policy. Working extended hours is not only inappropriate for Officer's health and work/life balance, but Officers on duty for extended periods function at decreased capacity.

- 6. The Contractor's employees assigned to work at the San Mateo County Hospital shall become a certified Hospital Security Officer within one (1) year of assignment to the County from an accredited organization, i.e., IAHS or equivalent, at the Contractor's expense.**

Agreed. Although Universal Protection Service's training programs include our Healthcare Security Academy that is customized and specific to each of our client hospitals, and awards student Officers the designation of Healthcare Security Officer, as a matter of company policy Universal Protection Service also provides IAHS Student Manuals for all related certifications; CHSO (Certified Hospital Security Officer), CAHSO (Certified Advanced Hospital Security Officer), CHSS (Certified Hospital Security Supervisor and CHPA (Certified Healthcare Protection Administrator), to all of our Healthcare Security Officers assigned to hospitals, which is also a requirement of this RFP. The Healthcare Security Academy is further described below in our response to Attachment A, Part VII - Training. We have a similar program and agreement in place with our client at UCSF Benioff Children's Hospital in Oakland.

#### **Part V - Qualification of Security Officers**

- 1. General - The Contractor shall submit to San Mateo County, within seven (7) days from execution of the contract: a list of the Security Officers to be assigned to the account, copies of their valid guard cards from the state of California, copies of their valid Driver's License from the State of California; and copies of their valid CPR and First Aid cards; and copies of all written candidate background investigation reports. If all Security Officers have not been selected within a week, the Contractor shall supply a schedule of hiring and submit the above information on each Security Officer in accordance with the schedule.**

Agreed. This requirement will also be applied to a developed matrix which is regularly audited to ensure 100% compliance throughout the contract period.

For County review at the end of this section (Part V responses), we have included an overview of our Recruitment and Hiring programs and protocol.

- 2. Physical Conditions – Security Officers assigned to this account shall be able to be on their feet for extended periods of time as well as able to perform all duties as described.**

Agreed. This requirement will be attested to for each assigned Security Officer.

- 3. Special Qualifications - Except as authorized in writing in advance, the Security Officers shall meet the following additional minimum qualifications:**

- a. Citizenship – The Security Officers shall be citizens of the United States of America or legally authorized to work in the United States. The Contractor shall be required to produce evidence of such citizenship or authorization(s). Acceptable evidence shall consist of a birth certificate,**



appropriate naturalization papers, or Immigration Customs Enforcement Services work authorization(s).

Agreed. This requirement is in alignment with Universal Protection Service policy and required evidential documentation will be submitted for all assigned Security Officers.

- b. Literacy – The Security Officer shall be literate in English to the extent of reading, comprehending, and demonstrating their understanding (Through actions and behavior) of printed regulations, written orders and instructions, and be able to compose reports which convey complete information. Active bilingual capability is a “plus” in dealing with and assisting the public, at many Security Officer worksite locations, and is encouraged.**

Agreed. Each point in this requirement is evaluated during the Security Officer on-boarding process, and we will actively pursue bilingual individuals in the appropriate language/s where need is apparent or otherwise identified.

- c. Job Knowledge – The Security Officer shall possess the capacity to acquire a good working knowledge of all the duty requirements of a Security Officer within the terms of this contract.**

Agreed. Training is documented, retention evaluated and competence tested at onset of assignment and on regular recurring intervals throughout each Officer’s career. Further explanation of our program is outlined under Part VII – Training, in this section of the proposal.

- d. Appearance – Security Officers shall maintain a well-groomed, professional appearance. They will be expected to avoid unnatural hair colors, radical fashions, styles, or cuts (i.e. Mohawks or spikes); where possible cover visible tattoos, and refrain from displaying body piercing (other than ear). Moustaches and beards shall be neatly trimmed and not worn with waxes. Clothing will be appropriately sized and worn as designed. Uniforms shall be worn and maintained in a military manner, with buttons secured at all times, unless otherwise directed. No unnecessary items shall be carried in the uniform pocket, which might produce an obvious bulge or protrusion. All Security Officers shall be free from any condition which might adversely affect fitness for the duties of the position. Additionally, San Mateo County facilities are smoke-free workplaces, and smoking by Security Officers is forbidden inside County buildings, and is discouraged while on County Campuses.**

Agreed. These requirements are in alignment with current Universal Protection Service dress, appearance and uniform wear and non-smoking policy.

- e. Waivers – Any of the above qualifications may be waived in writing by San Mateo County when such waiver is in its best interests.**

Agreed.

- 4. Standards of Conduct – The Contractor shall be responsible for maintaining satisfactory standards of employee competency, conduct, appearance, and integrity, and shall be responsible for taking such corrective action, with respect to Security Officers, as may be necessary.**

Agreed. The following pages are a copy of our Standards of Behavior that all Security Officers are briefed on during our Orientation Training, which is then reinforced through regular training programs and meetings. We will also develop an amendment to this standard at the request of San Mateo County to more closely align with the County standard, if it so desires.



2013

## OUR MISSION STATEMENT

*We provide Un-Matched  
service and security /  
janitorial solutions by  
creating and cultivating  
partnerships with our  
Security / Janitorial  
Professionals and our  
Clients*



## Standards of Behavior

At Universal Protection Service, every interaction that you have is an opportunity to reflect the core values of our organization, and demonstrate the Exceptional Customer Service that defines our Mission Statement. This document is designed to reinforce the Standards of Behavior that were communicated to you when you got hired (and are reiterated in our Employee Handbook), to help you continue your commitment to exhibiting these traits and behaviors in every single interaction you have every day in your role with Universal – regardless of your assignment.



### Integrity

- I will be honest and forthcoming in everything I do and every conversation I have
- I will value and respect others, treating them with dignity and kindness
- I will keep all interactions positive, and will not initiate or engage in gossip, malicious or harmful discussions
- I will not bully or intimidate anyone, and will take immediate steps to stop anyone else I observe engaging in such behavior
- I will not engage in any behavior that creates a conflict of interest

### Professionalism

- I will be open and welcoming at all times, greeting all with a smile, eye contact and a sincere greeting
- I will always speak in a professional tone, using business appropriate language in all interactions
- I will maintain UPS grooming standards at all times and take pride in my appearance
- I will remember that customers are not an interruption of my work, but are the reason that I am here





## Communication

- I will listen respectfully and avoid defensive or negative responses, either verbally or non-verbally (facial expressions, groans/sighs, sarcasm, etc.)
- I will maintain strictly professional and objective in all of my written communications, including emails and reports that I write
- I will respect the opinions of others, even when they differ from my own
- I will empathize with others during stressful situations, and avoid taking their reactions personally

## Accountability

- I will respond to others in a prompt and courteous manner at all times
- I will take responsibility for solving problems regardless of their origin
- I will avoid making excuses or blaming others
- I will take responsibility for staying well informed
- I will anticipate the needs of others and strive to meet them
- I will be respectful of my supervisors and organizational decisions

## Teamwork

- I will respect the values, privacy and confidentiality of my co-workers and others with whom I interact in the course of my position
- I will never say "it's not my job" – if it's outside my scope of expertise, I will take the initiative to find the right person to get the answer or accomplish the task
- I will work collaboratively with others, not take credit for others' work, and find opportunities to share my talents in a constructive way to make things better

*I acknowledge that I have received a copy of these "Standards of Behavior", have carefully reviewed them, and understand the Company's expectations of me. I further agree to follow these guidelines and uphold these standards in all my daily interactions at Universal and the client locations to which I may be assigned.*

Print Name \_\_\_\_\_

Signature \_\_\_\_\_

Date Signed \_\_\_\_\_







## Part VI – Screening

1. **Security Officers shall be recruited, selected, and assigned to assure the most dependable and efficient Security Service capable of implementing all facets of San Mateo County’s security plan. San Mateo County shall have final decision if a guard is suitable for a specific site.**

Agreed. Universal Protection Service welcome’s this level of involvement in the final selection of assigned Security Officers.

2. **The Contractor shall possess an employment application for each Security Officer candidate. Each applicant shall provide five (5) years of employment history, which the Contractor shall verify. A copy of the applicant’s qualifications along with a list of any medications that the Security Officer may take that could affect their job performance, and physical limitations shall be provided to the Site Manager, prior to the Security Guard being assigned to a County facility. A copy of all successful candidates’ applications shall be retained on file for the length of employment and one (1) year thereafter.**

Agreed. This requirement will be applied to a developed matrix for tracking and audit purposes.

3. **The Contractor shall require that all Security Officers are properly registered with the State of California, and have received the State’s required security training prior to assignment to San Mateo County. Proof of all registration and training, including specialized training in CPR, First Aid, and CPI shall be furnished to San Mateo County. If requested, a copy of all background investigation information developed on any candidate for assignment to San Mateo County shall be provided to the San Mateo County Security Program Coordinator.**

Agreed. As a matter of policy, Universal Protection Service never assigns an individual with having a valid Security Guard License, commonly referred to as a Guard Card, issued by the State of California Department of Consumer Affairs, Bureau of Security & Investigative Services (BSIS). This requirement is also tracked via our Winteam employee management system and will be regularly audited for compliance, and also alerts us when any Officer is within three months of their license expiration date.

In fact, our presence is so prevalent with the BSIS that, although our company name is redacted, is it easy to recognize our shoulder patch on our Security Officer currently presented on their website:





- 4. The Contractor shall conduct Department of Motor Vehicles (DMV) checks on all Security Officers twice each year and if requested shall communicate the results of these checks to the San Mateo County Security Program Coordinator. Each Security Officer shall be required to provide a copy of his/her DMV record prior to working the account.**

Agreed. Our Security Officers also sign documentation enrolling them in our DMV Pull Program, which allows the DMV to immediately report violations to Universal Protection Service, so we can thus ensure that the requirements of our Driver's Program are met by our Security Officers on a continuing basis.

- 5. All Security Officers shall be bonded or prove the ability to be bonded.**

Agreed.

#### **Part VII – Training**

- 1. The Contractor shall furnish Security Officers with comprehensive preparatory security training, prior to assignment at the San Mateo County account. This training shall include, but not be limited to, the following:**

- A. Duties and functions of a Security Officer.**
- B. Patrol procedures**
- C. Report writing**
- D. Public relations**
- E. Search and seizure procedures and laws of arrest**
- F. Authority and jurisdiction of local enforcement agencies**
- G. Traffic control**
- H. Civil disturbance procedures**
- I. Safety procedures**
- J. Telephone and radio communications**
- K. Response to and preservation of crime scene**
- L. Specific site duties**
- M. First aid and CPR**
- N. Bomb and other Emergency Threats**
- O. Use of special equipment such as four-point restraints, handcuffs, etc.**
- P. Defensive Driving**
- Q. Harassment and Sensitivity**
- R. Crisis Prevention Institute (CPI)**

Agreed. All of these requirements will be training subjects for all Security Officers assigned to San Mateo County. The following overview and explanation of our training regime will include customization specific to these requirements as well as other subjects that are beneficial to San Mateo County, the assigned Security Officers, and Universal Protection Service:



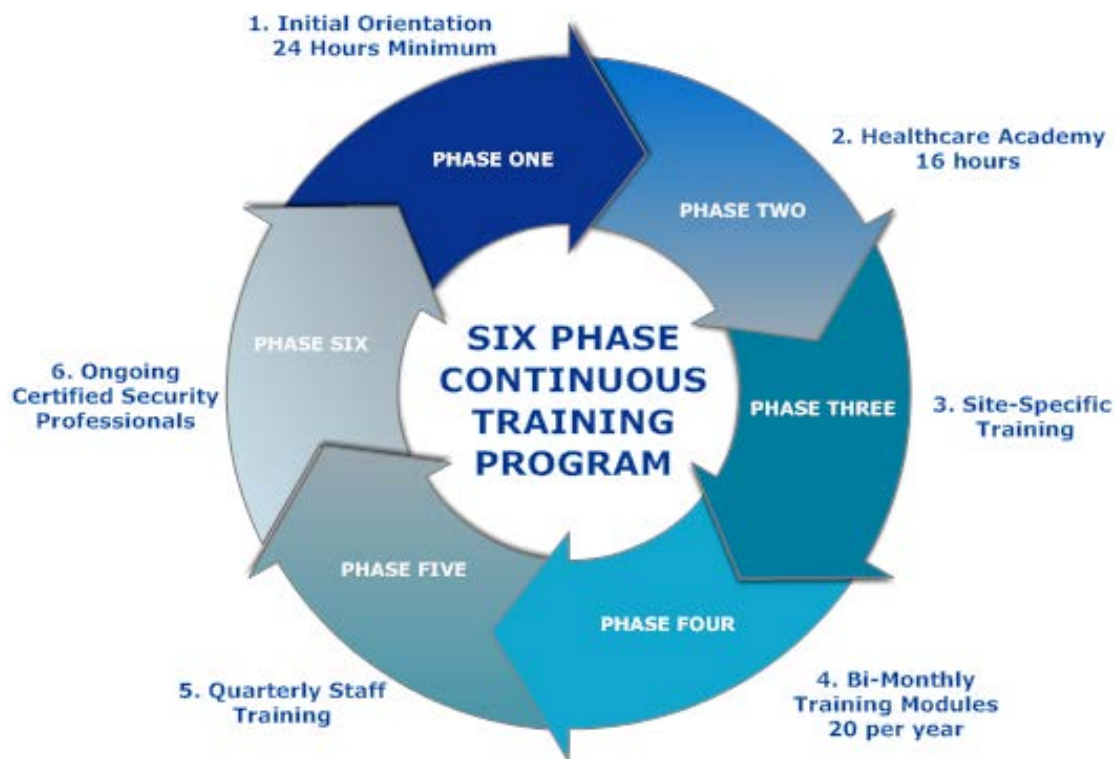
## Training Program

As with any service industry, a company is only as good as its employees in the field. If the training is not the best, the efforts in the recruitment and hiring of quality personnel are a waste of time and money. At Universal Protection, *all* newly hired Security Officers participate in a comprehensive training and orientation program consisting of numerous components, which will be customized to the specific needs of each San Mateo County facility.

Universal Protection Service features a separate Training Division, under the leadership of Vice President Geoff Craighead. This division includes Corporate Trainers Don Brandt and Alan Major, as well as Regional Trainers throughout our service area. Our Healthcare Division's national, regional and divisional managers, instructors and trainers are primarily responsible for training in the Healthcare arena. The biographies of key managers appear in the biographical section of this proposal.

When applicable to specific San Mateo County facilities, Universal Protection Service welcome's staff members to attend and/or guest lecture at training sessions to promote intra-departmental and intra-agency esprit de corps, reduce associated training costs to San Mateo County and to promote security awareness throughout each facility. Our San Mateo County direct reports will always be notified well in advance of scheduled training, to allow the opportunity to schedule any internal staff.

We feature a six-phase continuous training program for our Security Officers that will be customized to meet and exceed all contractual training requirements, ensuring the most competent, and therefore confident, Security Officers are assigned to San Mateo County.



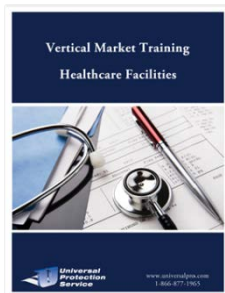




## Phase I - Initial Orientation

1. Review of Universal's policies, procedures and personnel
  - Employee handbook provided and reviewed
  - Review of San Mateo County facility policies, missions and organizational goals
  - Review of previous security training (if applicable)
2. Recorded and live presentations on basic aspects of security which include:
  - Security and the Law
  - Patrol and Observation
  - Communication Public Relations Skills
  - Civil Rights and Human Rights Relations Skills
  - Legal Procedures in Detention and Arrest
  - Local and State Criminal Codes
  - Public Relations
  - Emergency Procedures
  - Fire / Life Safety Procedures
3. Universal Protection Service "Four Cornerstones of Customer Service".
4. Report Writing, training and review - Routine and Critical Reports
5. Counterterrorism
6. Weapons of Mass Destruction and Terrorism Awareness for Security Professionals

## Phase II – Healthcare Security Academy



Additionally, as Healthcare Security Officers are assigned to San Mateo County Health System facilities, they are scheduled to attend our Healthcare Security Academy, which will be customized to each facility's specific needs and requirements. This training will be accomplished prior to an Officer commencing work at any of these locations. Modules included in this track of instruction include:

<b>HC 1</b>	Introduction to Healthcare Security
<b>HC 2</b>	Protective Measures
<b>HC 3</b>	CPI's Nonviolent Crisis Intervention (CPI)
<b>HC 4</b>	Healthcare Incident Command System (HICS)
<b>HC 5</b>	HIPAA
<b>HC 6</b>	Access Control
<b>HC 7</b>	Restraint Application – Per San Mateo County Policies
<b>HC 8</b>	Emergency Medical Treatment and Active Labor Act (EMTALA)
<b>HC 9</b>	The Environment of Care – with Code Response Procedures
<b>HC 10</b>	Active Shooter Response
<b>HC 11</b>	Bloodborne Pathogens
<b>HC 12</b>	Escort Procedures
<b>HC 13</b>	The Joint Commission – Your Role in Successful Outcome
<b>HC 14</b>	Civil Liability for Healthcare Security Officers





The Healthcare Security Academy is conducted in a live classroom prior to commencement of assignment to any San Mateo County Health System facility at no cost to the County. **We will collaborate with the County to customize the Academy syllabus to meet the specific needs of each facility.** This training is repeated as necessary throughout the year to coincide with attrition through promotions, transfer and life/career changes. Typically, an Academy cycle runs either two or three full days in duration.

Universal Protection Service conducts quarterly training, generally 2 hours on a Saturday, that is also paid for by Universal. These sessions will be specific to and for San Mateo County assigned Officers, and we encourage County agents and representatives to participate in some of these training sessions to add input to the process. If you so desire, having Operations Managers, Facilities Directors, Safety Officers, Charge Nurses, Deputies, Risk Managers, etc., guest lecture a session, promotes program ownership, pride and competence.

Each of our Security Professionals has an annual evaluation by the site supervision team. All Security Officers are evaluated for an increase or promotion relative to our incentive training program, Certified Security Professional, explained in section 2. A., below, as well as any remedial training that may be deemed necessary.

### **Phase III – Site Specific Training**

Based on post requirements at each San Mateo County site, every Security Officer will receive a minimum of sixteen (16) to eighty (80) hours of on-site, on-the-job training with a Training Officer before they are assigned and eligible to work a solo shift. At the end of the supervised training, the Officer is tested on the post procedures and the facility's emergency systems, if applicable, to ensure that the Officer has retained the training. If an Officer does not pass the competencies, they receive another eight (8) hours of supervised training and then re-takes the post procedures and facility emergency systems test. Some positions may require further training hours before an Officer can work a shift solo. Those positions vary on a site-by-site basis and the required training hours will be determined with San Mateo County.

- Tour of the facility campus with Branch Manager and County personnel.
- Introduction to key San Mateo County staff members, facilities and/or risk management, as appropriate.
- Introduction/overview of key personnel (including vendors) and discussion on communications procedures.
- Review of facility policy and procedure manual (Post Orders) and specific shift procedures.
- Facility access controls, Fire/Life Safety Systems, abduction alarms and emergency procedure training, including alarm codes.

### **San Mateo County Specific Site Orientation**

As required, all Officers assigned to San Mateo County facility's must attend that facility's New Employee or Vendor Orientation, if applicable, in order to fully integrate into the environment. This will also be a requirement for Officers being cross-trained as reserve back-up at other San Mateo County sites.

### **Fire Life Safety Review**

Universal Protection Service employs a number of certified Fire/Life Safety Managers who train employees on fire/life safety procedures and techniques. This valuable service is available to San Mateo County as well, should a particular facility manager request this program.



## **Hospital Emergency Procedure Training**

Hospital Code Response Training will be customized to conform to current San Mateo County codes.

Typically, this training includes all Code Response Procedures including:

- Code Red – Fire
- Code Blue – Adult Medical Emergency
- Code White – Pediatric Medical Emergency
- Code Pink – Infant Abduction
- Code Purple – Child Abduction
- Code Yellow – Bomb Threat
- Code Gray – Combative Person
- Code Silver – Weapon/Active Shooter or Hostage Situation
- Code Orange – Hazardous Material Spill/release
- Triage Internal – Internal Disaster
- Triage External – External Disaster
- Code Green – Patient Elopement

In addition to this training, Officers also receive training on:

- Emergency Evacuations/Relocations
- Bomb Threats
- Water Leaks
- Civil Disturbances
- Workplace Violence Situations
- Active Shooter Response
- Power Outages
- Elevator Entrapments

## **First Aid / CPR Training**

Universal Protection has full-time qualified and certified trainers in first aid and CPR. As positions and facilities may dictate, assigned personnel will possess valid CPR and First Aid training and certification as set forth by the American Red Cross or equivalent association.

## **CPI's Nonviolent Crisis Intervention (NVCi)**

Universal Protection Service features full-time, qualified Crisis Prevention Institute (CPI) NVCi Certified instructors. This discipline – an assaultive behavior management training program, exceeds the standards set forth by the California Department of Public Health, The Joint Commission, DMS and OSHA, and is the *minimum* standard for this type of training for all of Universal's Healthcare Security Officers, regardless of assignment. We welcome San Mateo County staff members to these training sessions; not only to relieve workload from the Health System's Education Department, but we also feel that students learn more from interdisciplinary classes.

Although CPI is specified in the RFP, training in other approved disciplines such as MOAB, AVADE and NAPPI are also offered to conform to any future San Mateo County Health System desire.



## Field Management Review

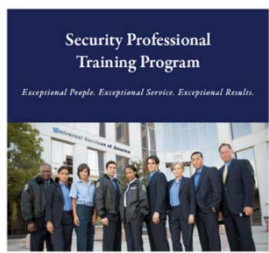
During the first 2 weeks at the assigned post, Field Managers meet with Security Officers on-site to review post orders and procedures to ensure adequate training retention and comprehension of the assignment's requirements, and to ensure that contractual obligations are being met.

At Universal Protection Service, training our Officers is an on-going, continual process. Our Training Division's motto is:

***EVERY DAY IS TRAINING DAY***

Only after completion of our initial training programs, passing all associated examinations and passing required OJT will Security Officers be allowed to work on their own. Comprehensive reviews will ensure that San Mateo County is provided the best service and staffing available.

## Phase IV – Bi-Monthly Training Modules



Universal University's Core Security Officer (CSO) Training far exceeds all State training requirements. Twenty Training Modules have been implemented so that training is a continuous process. This insures the County that our Security Officers are being trained on every aspect of security. The tests are administered to each Security Officer to insure they are completely and competently trained. This training programs modules include:

<b>Module 1</b>	Introduction to Contract Security	<b>Module 11</b>	Introduction to Safety
<b>Module 2</b>	Legal Aspects of Private Security	<b>Module 12</b>	Personal Safety
<b>Module 3</b>	Note Taking and Report Writing	<b>Module 13</b>	First Aid, CPR and AED
<b>Module 4</b>	Importance of Documentation	<b>Module 14</b>	Harassment
<b>Module 5</b>	Patrol and Observation	<b>Module 15</b>	Workplace Violence
<b>Module 6</b>	Liability and Loss Prevention	<b>Module 16</b>	Emergency Management
<b>Module 7</b>	Post Orders	<b>Module 17</b>	Terrorist Surveillance
<b>Module 8</b>	Appearance and Wellness	<b>Module 18</b>	Video Surveillance
<b>Module 9</b>	Exceptional Customer Care	<b>Module 19</b>	Bomb Threats
<b>Module 10</b>	Difficult People or Situations	<b>Module 20</b>	Media Management

## Phase V – Quarterly Staff Training

These training sessions are held at our quarterly 'all hands' – at no cost to the County. On a scheduled basis, meetings are held with Security Officers to review security operations, hospital and facility policies and procedures, emergency situations, customer service techniques, healthcare and general security specific training topics in the forefront of professional conversation due to current events/findings. Universal Protection Service has a vast library of training programs and its' own customer service training programs; "Four Cornerstones of Customer Service" and "The Magic of Customer Service", one of which is always selected for the session, and we also utilize training material from our Certified Security Professional training program, as well. This is also an opportunity for us to recognize exemplary performance in front of awardees peers.



## Phase VI - Certified Security Professional (CSP) Program



Security Professionals may apply to voluntarily enroll in the Certified Security Professional Program. This program is an advanced course that provides the Security Professional with a professional certificate in their field, and has become a well-respected accomplishment in the industry. The course takes approximately six months of intensive study to complete, and includes taking topical examinations on-line (similar to a University of Phoenix type of program), which culminate in a full day training session that features table top exercises that force the student to utilize knowledge gained during the course of study, and a cumulative final examination that requires at least an 80% score to graduate. Although the course is open to through application and prior approval of local Branch Management, this course is designed for those in entry level leadership roles that desire to make security a career, and who may have an eye on advancement. The Course consists of four text books with a total of 27 topics, below left:



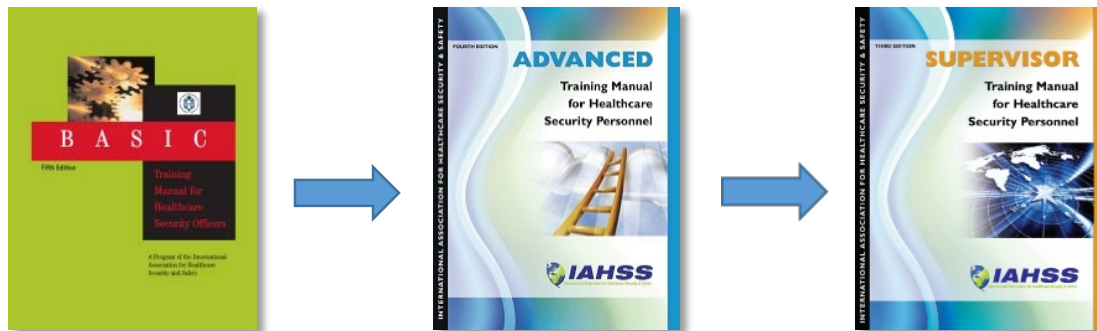
The 27 online tests and the final examination, require a minimum passing score of 80%. After a full day of lecture, training and tabletop exercises, and the successful completion of the final cumulative examination, the Officer is rewarded with the CSP designation, and all associated awards and recognition, including a graduation certificate, Challenge Coin, a CSP lapel pin and a \$200.00 honorarium (bonus).





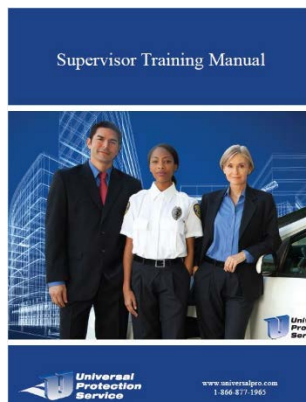
## International Association for Healthcare Security and Safety (IAHSS) Certifications

Universal Protection Service recognizes the IAHSS Security Officer Training Program as a premier nationally recognized Healthcare Security Officer training program, and therefore partners with clients in encouraging our Officers, after having completed the CSP Program, to pursue certification through the IAHSS, helping to foster professionalism and total quality.



Per San Mateo County requirements and as is our practice, all levels of IAHSS Certification Training Manuals will be provided to personnel assigned to the Hospital and medical facilities.

## Universal University Supervisor Training Series



In addition to the Core Security Officer Training module series, those that are in leadership roles, from Shift Supervisor and Lead Officer level positions and up, have available to them the Universal University Supervisor Training Series.

After accomplishing the requisite Core series, those in leadership roles are enrolled in this program and receive additional training on Supervision and Leadership, Training Employees, Counseling Actions, Managing and Motivation, Complaint Processes, Working with the Branch Offices, Handling Sensitive Information and Policies and Organizational Structures.

All of Universal Protection Service's training programs are constantly being evaluated for relevancy and are updated accordingly. We feel that one of the major strengths of our service lies in the Core training that all of our Officers receive, and in the advanced programs that develop our future leaders. Our site specific training programs fine tune all of the training received so that each Officer finds practical application for all self-study and classroom based knowledge, and provides San Mateo County with the best possible security staff available.

## Training Documentation Maintenance

All training conducted by Universal Protection Service is electronically documented via Winteam, our Citrix driven employee management system. Whether the training is done live in residence, or through the Universal University web portal, we keep a transcript of the training on our servers and will also maintain a hard file at the Hospital and healthcare facilities in order to comply with Joint Commission Standards. The file can be built with either training transcripts or the Certificates of Completion for each course.







### **3. Specific facility training requirements:**

Agreed. All specific facility training requirements for each facility have been reviewed and are agreed to, individually and in total. Universal's Training and Development and Healthcare Divisions are fully staffed to ensure that all requirements are met by all assigned staff.

- 4. The Contractor, with documentation and input from San Mateo County, shall provide a complete and written set of site-specific Post Orders. The Post Orders shall be available for review by San Mateo County twenty-one (21) days from the start of the contract. Where post orders exist, the Contractor shall comply with the written procedures as well as providing updates as required.**

**Maintenance of and revisions to the Post Orders shall be the specific responsibility of the Contractor. All updates shall be reviewed and approved by the San Mateo County Security Program Coordinator.**

Agreed. This requirement will additionally be included in our account audit matrix.

- 5. Training regarding specific duties unique to San Mateo County shall be the responsibility of the Contractor as well as any additional ongoing training concerning general security and safety topics. Sessions shall be held as required by San Mateo County at the nearest home or branch office and shall be required for all Security Officers assigned to the San Mateo County account.**

Agreed. Additionally, County representatives including the San Mateo County Security Program Coordinator are welcome to audit and otherwise attend any training conducted at any of our local branch offices in support of the account.

## **Part VIII – Supplies, Materials and Equipment**

### **1. ITEMS FURNISHED BY SAN MATEO COUNTY**

- 1. San Mateo County shall furnish all necessary information and materials about San Mateo County for the writing of the Post Orders and other support documentation for the Security Officers.**
- 2. San Mateo County shall furnish landline telephones, office equipment, and utilities, as well as their cleaning, repair, and maintenance. For the San Mateo County Airport, the County shall supply the cell phone, pager or radio as required.**
- 3. San Mateo County shall be responsible for fulfilling the requirement of 8 CCR 3203, Injury and Illness Prevention Program. The Contractor shall follow the requirements set forth in San Mateo County's policy on Accident and Injury Prevention.**
- 4. San Mateo County shall be responsible for providing the Contractor with a copy of the County's Drug-Free Workplace Policy, Violence in the Workplace policy, E-Mail Policy, Internet Usage Policy, Information Technology Security Policy, Reporting of Convictions Policy, and Equal Employment Opportunity Policy. Additionally, Contractor's employees assigned to HIPAA Departments shall also be provided with Privacy Policy and Sanctions Policy. The Contractor shall be responsible for ensuring that all Security Officers are in compliance with all policies.**

### **NOTE**

**Property Accountability – All property furnished by San Mateo County under the agreement shall**





remain the property of San Mateo County. Upon termination of the contract, the Contractor shall render an accounting of all such property that has come into its possession.

**Safeguarding Property** – The Contractor shall take all reasonable precautions, as directed by San Mateo County or, in the absence of such direction, in accordance with sound industrial practices, to safeguard and protect San Mateo County property in its possession or custody. Unless otherwise provided in the contract, the Contractor assumes the risk of, and shall be responsible for, any loss of or damage to San Mateo County-furnished property in its possession (except for reasonable wear and tear and to the extent that such property is consumed in the performance of the contract).

**Use of San Mateo County Property** – San Mateo County property shall be used only for official San Mateo County business.

Agreed. All supplied documentation will be developed into our training programs and included on the training matrix for inspection. Taking an ownership philosophy, Universal and its Officers will take all precautions in the care of any and all County property.

## **2. FURNISHED BY THE CONTRACTOR**

**1. The Contractor shall furnish, install, operate, and maintain in acceptable condition, all other equipment, materials, and supplies necessary for performance of the required duties including, but not limited to the following:**

- a. **Uniforms** - approved uniforms shall be worn by all Security Officers, at all times, while on duty. Uniforms are to be different enough from Sheriff's Office uniform as to reduce confusion. The San Mateo County Security Program Coordinator and the various site managers shall work with the Contractor to determine approved uniform.

**Security Officers working in the Dispatch Center as a Dispatcher may wear an approved polo shirt with the Contractor's logo.**

Agreed. Other than the uniform images appearing in the Uniform Program portion of this proposal starting on Page 17, many other combinations are available for County selection and approval.

- b. **Personal Equipment** – Officers assigned to remote sites shall be provided radios and/or cell phones and/or pagers for on-site use. Officers working outdoors during hours of darkness must be issued reflective outer clothing, both front and back. Officers working during hours of darkness will have an appropriate quality flashlight.

Agreed.

## **Part IX – Billing Procedures**

**1. Employee Benefit Package** – The Contractor shall submit a detailed copy of Life/Health/Dental Insurance Plans with the RFP package. Contractor is expected to provide at least a typical minimum adequate package of insurance for employees.

Agreed and included on the following pages. In order to provide a full picture of our employee benefits



programs, which go hand-in-hand with recruiting and retention, we have included a review of all of our programs.

**Contractor is responsible for timely and accurate payment of all statutory employer payroll obligations including, but not necessarily limited to, FICA, UASDI, Workers Compensation, Medicare, and all applicable State and Federal taxes.**

Agreed. All statutory employer payroll obligations, as well as all State and Federal taxes are met and paid as incurred.

## Benefits Program

Universal has long recognized the importance of having a comprehensive benefit and recognition program. To help attract and retain excellent employees we offer the following employee benefits

- **Vacation:** Officers assigned to San Mateo County will receive 5 days of vacation after one year, and 10 days of vacation after five years. Note that this is a billable benefit that can be tailored to meet specific County requests to include sick time and bereavement leave. At your direction, all incumbent staff will have their current vacation honored by Universal.
- **Employee Assistance Program:** All employees, regardless of their length of service or number of hours they work per week, are eligible to participate in our Employee Assistance Program at no cost to them. They may contact a qualified counselor 24/7 to assist with any type of individual or family problems, including financial issues, marital counseling, childcare or dependent counseling issues, substance abuse issues within the family, or any other type of problem that may distract the employee from performing at his or her best.
- **Uniform Issuance:** All uniforms will be provided to each Officer with no deposit and at no expense to the Officer. Replacements, alterations, repairs and dry cleaning will be provided at no extra charge.
- **401(K) Plan:** All Officers are eligible to participate in the Universal 401(K) Plan after one (1) year of employment. Our plan is designed to encourage long-term service with our company, and provide a productive retirement vehicle.
- **Direct Deposit Payroll Plan or Cash Pay Program:** Universal offers and encourages the use of Direct Deposit for payroll. There is no cost to set up and use this feature. For those Officers who do not have a checking account, or choose not to utilize Direct Deposit, cash cards are available.
- **Holidays:** Security Officers who work on seven (7) standard holidays (New Year's Day, President's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day) will be paid 1.5 times their normal rate of pay.



- **Life Benefit:** When enrolled in any of our Health Plans, employees are automatically enrolled in our Employer Paid Term Life and AD&D Coverage:

#### UNUM



- Flat \$10,000 - **benefit no cost to employee**

Non-Health enrolled employees may opt for Employee Paid Term Life (Voluntary Life):

- Employee – Up to 5x salary in increments of \$10,000 (\$500,000 maximum)
- Spouse – Up to 50% of employee amount in increments of \$5,000 (\$100,000 maximum)
- Dependent Children - \$1,000, \$5,000 or \$10,000

#### AFLAC



- Voluntary Accident Insurance

Monthly Rates

EE: 14.62

EE + SP: 21.31

EE + CH: 26.05

EE + FAM: 32.74

- Voluntary Critical Illness Insurance

Related costs vary dependent upon Age Band and smoker versus non-smoker

- Voluntary Hospital Indemnity Insurance

Monthly Rates)

EE: 12.57

EE + SP: 26.04

EE + CH: 18.40

EE + FAM: 31.87

- **Health Benefit:** As part of our comprehensive compensation & benefits program, all Universal Protection Service personnel and their dependents are eligible for our Health Insurance Program. Every full time Officer is eligible for health insurance.

As the County is aware, the requirement of employers to provide certain levels of benefits within their insurance plan and minimize the financial amount the employee is responsible for became effective this year.

To this end, Universal offers a core ACA Compliant Health Plan that costs Security Officers a **maximum** of \$150.00 per person per month for individual coverage. More affordable plans are also available. Universal additionally offers employees a buy down program and a buy up program to our Core Benefit package as follows:



Medical Plans	Coverage Level	Employee Contribution Rates (26 pay periods)
Boon - MEC Plan	Single	\$25.23
Buy-Down Option (Self-Funded)	2-party	\$65.59
	Family	\$101.14
Boon - MVP Silver Plan	Single	\$55.90*
CORE Plan (Self-Funded)	2-party	\$165.92
	Family	\$324.74
Kaiser - DHMO (Low Option)	Single	\$83.16
\$3,000 Deductible Plan	2-party	\$224.01
Buy-Up Option #1	Family	\$364.86
Kaiser - HMO (High Option)	Single	\$170.98
Plan 25	2-party	\$399.66
Buy-Up Option #2	Family	\$628.32

\* **9.5% employee contribution** - rates listed above for single tier are illustrative only; actual employee contribution will vary based on number of hours worked and hourly pay rate.

- **Dental & Vision Benefits:** Dental & vision plans through Cigna and VSP at reasonable rates. There is no requirement to participate in our healthcare insurance plan to enroll in these plans. 2015 costs for these plans per pay period are:

	Coverage Level	Employee Contribution Rates (26 pay periods)
<b>Dental / Vision Plans</b>		
<b>Cigna DMO Dental KAVO9 Plan</b>	Single	\$ 5.66
	2-Party	\$ 10.11
	Family	\$ 15.95
<b>Cigna PPO Dental Plan</b>	Single	\$ 12.18
	2-Party	\$ 25.08
	Family	\$ 41.09
<b>VSP Vision Plan B</b>	Single	\$ 2.43
	2-Party	\$ 4.87
	Family	\$ 7.85

**Note: prices quoted above indicate Officer Contribution per bi-weekly pay period.**

### Employee Recognition Programs

In addition to offering a standard benefits package, we do a lot to recognize and motivate Officers for outstanding achievement and for being a true asset to the security team. We offer several means by which we encourage and reward exceptional work:

- **QEI:** Our own Quality Enhancement Idea (QEI) forms are available to all Officers to use whenever they have an idea to improve a process. Officers are recognized and receive a cash award for ideas that are successfully implemented.



- **Tenure Awards:** The Universal Service Award Program recognizes and rewards employees for periods of continuous, loyal service. Employees are recognized at their 1, 3, 5, 10, 15, 20, and 25 year anniversaries with service awards.
- **Officer of the Month, Quarter, and Year Awards:** These awards recognize and reward employees for exceptional, outstanding and heroic performances of duty, and a similar program specifically for San Mateo County Officers will be implemented.
- **Safety Lottery:** All Officer submitted safety recommendations are entered into a semi-annual lottery drawing for a defined bonus program.
- **President's Leadership Award:** This award recognizes selected site Supervisors for their contribution towards Universal based upon their leadership, communication, management, and team development skills.
- **On The SPOT Awards** may be distributed during site inspections when an Account Manager spots an Officer who has gone the extra mile in some small (or large) way.

We are very proud of our processes and enjoy the results they yield. Making an Officer feel part of a successful team that moves in a positive direction is a win for all involved.

## Recruitment and Hiring

### Overview

In a competitive and constantly expanding industry, Universal Protection Service successfully maintains the concept of responsive service to our clients, with emphasis on strict standards of personnel selection and training. These standards form the core of what constitutes the professional services provided at Universal Protection Service.

Of primary importance to San Mateo County is our capability to employ only the best Officers obtainable. When one considers that the available pool of Officer talent is limited, and that all security service companies have equal access to this pool, it becomes all the more important that we utilize our talents and resources to find individuals that represent both Universal Protection Service and San Mateo County in the best possible light.

At Universal, this recruiting effort often involves interviewing more than ten applicants for every one that we hire. In addition to our stringent hiring procedures, comprehensive training and close scrutiny of the newly hired Officer is equally important. Screening procedures alone do not indicate how the chosen individual will perform on the job.

### Regional Recruiting Team

In order to ensure Universal Protection Service finds the very best candidates available, our Corporate Director of Corporate Recruiting, Chantell Cooper, leads a team of staffing specialists and recruiters who canvass our footprint with a sole purpose:

*To find new resources of applicants with a propensity for success in the security industry.*

Much time, effort and money is expended in order to assure that Universal maintains constant, as well as consistent, labor pool candidates. Primary methods of securing candidates for security positions include the following:



- Regional and local media advertising
- Regional and local job fair programs
- Employee referral bonus programs
- Job placement centers

Because of Universal's stringent standards, less than one out of every ten interviewees are successful in proceeding through our hiring process. Even from that point, only one out of five candidates are eventually hired. Today, less than 5% of our candidates come from newspaper or internet classified advertising, and in fact, fully 54% of our staff come from employee referral. Our recruiters have developed and found a myriad of new sources of candidates and are very adept at convincing the best to take a look at our organization.

### **Hiring Process**

Full backgrounds; including proof of clear background and criminal checks, Social Security verification, drug tests, DMV driver's record checks, employment history and employee/personal references are performed, including verifying non-inclusion in the OIG List of Excluded Individuals/Entities, the GSA List of Parties Excluded for Federal Procurement and non-procurement programs and any applicable State healthcare exclusion lists (collectively, "OIG/GSA") and National and State sex offender lists, and further verified via the Federal Government SAMS website. All requirements for State regulations and licensing are met before any individual is placed at the County Hospital and other facilities.

Finally, while we fully acknowledge that these are our employees, we encourage and welcome the County to interview possible candidates as well.

1. After successful completion of the initial interview and screening by Human Resources personnel, the candidate is given a series of tests encompassing the following areas:
  - General aptitude and comprehension
  - Writing and communications skills
  - Trustworthiness, attribute and attitude profile (ProScreen – 117 Question Profile)
  - 10-Panel Drug screen (Positive testing results in immediate disqualification)

The drug screening that all applicants must pass is 10-panel saliva test drug screen. This test screens for the following drugs: Cocaine, Benzodiazepine, Methadone, Methaqualone, Barbiturates, Marijuana, Opiates, Phencyclidine, Amphetamines & Methamphetamines and Propoxyphene.

If our Security Professionals are involved in any type of injury on the job, they are transported to our contracted clinic where they are examined, treated and blood is drawn to ensure that no drugs or alcohol were involved. These tests are certified by the Substance Abuse and Mental Health Services Administration (SAMHSA). If required by the client, we also can send the applicant for other forms of drug testing.

We drug test any employee who meets the criteria for this testing under California law. This would be for any Officer who is injured on the job as well as any suspicion from a field training manager or on site supervisor.



2. Secondary interviews are conducted by division management to determine at what post the candidate would be best suited. The following steps are taken:
  - Past employers are contacted to confirm candidates statements
  - Federal, State and local government files are researched as required
3. Final determinations are made for hiring the candidate by committee discussion of upper management, division management and field supervisors, with San Mateo County having final approval as to the acceptability of the Officer.

## Screening Process

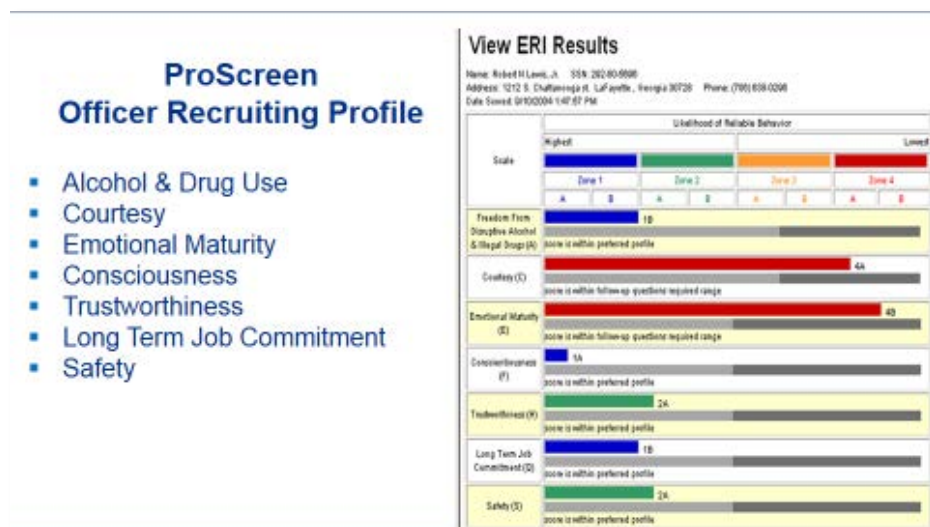
Universal Protection Service utilizes a combination of technology, science and people in order to screen and qualify our Security Professionals. To create the most proactive, accurate and efficient screening system, Universal Protection Service has made a significant investment in technology, implementing an on-line applicant tracking system and an assessment tool.

## ProScreen

Through the use of ProScreen, a highly effective applicant tracking system, Universal Protection Service possesses a database of thousands of available pre-screened employees to match our client sites.

Our pre-interview screening starts with candidates completing an on-line application that immediately downloads their application into our candidate database. As part of the initial application process, the applicant is required to complete an on-line aptitude assessment test. This test measures the applicants propensity to be successful in the field of security, assessing conscientiousness, trustworthiness, managing work pressure, getting along with others, drug and alcohol avoidance, safety orientation, courteousness, cooperation, helpfulness, attentiveness, people orientation, commitment level, work ethic/motivation and turn-over risk.

## ProScreen Screenshot – Percentile Score Results:



Based on the results, candidates are rated into the following three categories:





- 1** **Green:** An excellent candidate who will be immediately invited to continue our hiring & selection process.
- 2** **Yellow:** A very good candidate with some areas we will want to discuss further, but still possessing compatible attributes. (The system provides interview questions to assist in the assessment process at this point).
- 3** **Red:** A candidate not possessing the right attributes for our industry. We thank these candidates for applying, inform them we will keep their application in file, and release them from further participation in our process.

Our Staffing Specialists and Management teams can now focus on interviewing the most qualified and competent applicants, while also building a “bench” of prescreened candidates for future opportunities and as back-up personnel. These candidates are now permanently located in our database and are immediately retrievable simply by inputting the criteria with which the individuals have already been categorized.

Throughout the economic downturn of the last decade and as the economy rebounds, as a matter of policy we only entertain hiring applicants who rate very well through this process.

#### ProScreen Screenshot – Experience Categories:

**Strengths and Vertical Market:**

<input type="checkbox"/> Armed Permit	<input type="checkbox"/> Available ASAP	<input type="checkbox"/> Aviation	<input type="checkbox"/> Baton	<input checked="" type="checkbox"/> Bi-lingual
<input type="checkbox"/> Bike Patrol	<input type="checkbox"/> CCTV	<input type="checkbox"/> Class B driver	<input type="checkbox"/> College Degree (4year)	<input type="checkbox"/> Concierge
<input type="checkbox"/> Corporate Campus	<input checked="" type="checkbox"/> CPI-NVCI(Nonviolent Crises Intervention)	<input checked="" type="checkbox"/> CPR/BLS	<input checked="" type="checkbox"/> Customer Service	<input type="checkbox"/> Distribution
<input type="checkbox"/> Driver (min 25 years 0 points)	<input type="checkbox"/> Educational Facilities	<input type="checkbox"/> Entertainment	<input type="checkbox"/> Fire Guard License	<input type="checkbox"/> Golf Cart Driver
<input checked="" type="checkbox"/> Government	<input type="checkbox"/> Guard Card	<input checked="" type="checkbox"/> Healthcare	<input type="checkbox"/> Hi-rise	<input type="checkbox"/> HOA
<input checked="" type="checkbox"/> IAHSS Certification	<input type="checkbox"/> Law Enforcement	<input type="checkbox"/> Lobby Ambassador	<input type="checkbox"/> Mace	<input type="checkbox"/> Manufacturing
<input type="checkbox"/> Military Experience	<input type="checkbox"/> Petrochemical	<input type="checkbox"/> Proficient in Microsoft	<input type="checkbox"/> Retail	<input type="checkbox"/> Rover
<input type="checkbox"/> Secret Clearance	<input type="checkbox"/> SIDA Cert	<input type="checkbox"/> Supervisor	<input type="checkbox"/> TWIC Card	

ProScreen creates an informational database with infinite categories, resulting in an incredibly powerful sorting tool that allows us to retrieve viable candidates that fit pre-established criteria within seconds. ProScreen enables us to quickly identify the very best available candidates for security positions at San Mateo County facilities, and significantly reduce the time it takes to select, train and place these outstanding professionals at the hospital and other sites.

#### Fingerprinting / Guard Licensing Process

Universal Protection Service participates with the Bureau of Security and Investigative Services (BSIS) in the processing of unarmed private security guard license applications, commonly referred to as the “Guard Card”. The applications are completed on-line, and this system enables unarmed Security Officers to submit initial license applications, renew expiring licenses, request a duplicate license and make address changes over the Internet. In addition, all initial applicants are required to have their fingerprints submitted to the California Department of Justice and Federal Bureau of Investigation through Live Scan immediately after applying online with BSIS.





## State Certification & Registration

1. To maintain the quality of personnel that our clients demand, Universal requires each Security Officer employed to meet certain company and state minimum requirements. Those are as follows:

- “Powers of Arrest” state mandated exam (100% pass or fail)
- Fingerprints taken and sent to Sacramento for verification (Criminal record results in immediate termination)
- United States Employment Eligibility verification
- Valid California driver’s license; eighteen years of age or older

2. DMV Clearance / DMV Pull Program

We measure applicant responsibility and qualification for employment to include driver history. Since a large percentage of Officers drive company vehicles, we choose to check all employees. We are notified by the DMV of any employee who receives a traffic violation conviction through our DMV Pull Program.

3. Health Check Questionnaire

To assist in hiring good employees and reducing workers’ compensation claims, we evaluate applicant health history.

## Employee Retention

To provide an effective program and develop continuity within the company, as well as for San Mateo County, employee turnover *must* be minimized. Universal Protection prides itself with focusing on what it takes to keep our security professionals satisfied with their positions. Methods that are utilized to maximize employee retention include the following:

1. Thorough evaluation of job candidates prior to hiring to include the following areas:
  - ✓ Stability background and evaluation results of a candidate
  - ✓ Suitability of candidate to conform to Universal Protection Service’s and San Mateo County’s standards
  - ✓ Potential longevity of candidate based on his or her previous work assignments and in terms of advancement opportunities within the company
  - ✓ Proper completion of Universal Protection Service and San Mateo County new hiring training and orientation requirements and the ability of the Officer to retain the information.
2. Constant re-evaluation of the security professionals at periodic intervals:
  - ✓ Upon completion of first 90 days of employment (probation period)
  - ✓ Upon completion of 180 days of employment
  - ✓ Upon completion of 1 year of employment
  - ✓ Each subsequent year thereafter
3. Recognition and reward of personnel which includes the following:



- ✓ Open door policy which allows security professionals to communicate freely with management (over 50% of all Security Officers who apply with Universal Protection Service are looking for a new security job because their current security employer mistreats them or is non-responsive to employee related issues).
- ✓ Employee of the Month award for exemplary service to the company (includes a monetary award and recognition in front of peers).
- ✓ Certificate of Appreciation awards for excellence in security and service. (This is part of our Customer Service program and is called an “On the Spot” Award).
- ✓ Advanced Training Programs to assist security professionals in their professional career development.
- ✓ Increased pay incentives for length of time of employment.
- ✓ Benefit packages that exceed industry standards.

Aside from compensation, we have found that employee retention is in direct relation to the initial and on-going training our Officers receive, the management support provided by our branch and supervisory personnel, the recognition and rewards offered to our employees and the opportunities for advancement offered to our employees. The interaction and communication fostered between our employees and our management teams result in a positive employment program that not only benefits the employee and the company, but enables us to provide our clients with a stable, positive, and well trained work force.

#### Recent Examples – Programs in Action

This Healthcare Security Officer is receiving an **On-The-Spot Award** from our Healthcare Security Director and the hospital’s VP of Operations for his work at one of our Client hospitals in calming a violent adolescent patient in the Emergency Department, allowing for ED staff to attend to more emergent patients.



Regular Team meetings, training, inspections and awards promote job knowledge, pride and morale. This department at St Jude Regional Medical Center participates in our “Shoes for Crews” Program, ensuring our Officers have safe and comfortable footwear and present a uniform and professional appearance.





## ALCOHOL AND DRUG FREE WORKPLACE

Universal Protection Service is committed to providing its Employees with a safe workplace and an atmosphere, which allows them to protect people and assets placed in their care.

Whenever use or abuse of any mood altering substance (such as alcohol or other legal or illegal drugs) interferes with a safe and effective workplace, appropriate action must be taken. Both on-the-job and off-the-job involvement with any mood altering substances, including legal and illegal drugs and alcohol, can have an impact on our workplace and on Universal's ability to achieve its business objectives. Universal cannot accept the negative impact in the workplace which substance use or abuse may create.

- It is the policy and practice of Universal Protection Service to operate and maintain a drug free work environment and to hire individuals who have demonstrated themselves to be free from alcohol, the use of illegal drugs or the abuse of controlled substances. Universal Protection Service will refer for testing of alcohol and drug use as a condition of employment, after an offer of employment has been extended, prior to the Employee's actual start date. Employment is contingent upon the successful completion of an alcohol/drug screen.
- Employees may not use, sell, be in possession of or have the presence (as determined by a physical examination and/or drug screen) of alcohol or controlled substances (drugs) on Company (or client) property or on company time or while in company vehicles. Employees who violate this policy are subject to immediate termination.
- Employees using prescription or over-the-counter medications which may have an adverse effect on work performance must have a doctor's authorization. Employees must notify their Human Resources representative of prescription medications which may affect the ability to work safely. The legal use of controlled substances, such as prescription drugs prescribed by a licensed physician, or over-the-counter medications, are not prohibited by this policy. However, if the employee cannot perform all of the essential functions of the job satisfactorily, even with reasonable accommodation, because of taking prescription or over-the counter medicine, Universal Protection may require the employee to see a doctor, at the expense of the company. The employee may be obligated to take a leave of absence if the doctor concludes that the employee cannot do the job safely and efficiently because of using prescription or over-the-counter medicine.
- Universal Protection Service may require Employees on company property, on paid company time, or in a company vehicle to submit to an alcohol/drug test in those instances where reasonable suspicion or cause exists. Reasonable suspicion is specific, articulable observations of behavior involving circumstances at work. Examples include, but are not limited to, inability to perform work assignments, appearance (including noticeable suspicious odor), accidents (including auto accidents), and specific behavioral or speech impairments. Refusal to submit to such a test is considered insubordination and is grounds for immediate termination. Employees who test positive for the presence of alcohol or controlled substances in violation of this policy will be subject to immediate termination.



2. **Billing Procedures** - All billing invoices shall initially be directed to the attention of Narayan Nair, Sheriff's Fiscal Services Manager, San Mateo County Sheriff's Office, 3rd Floor, Hall of Justice, 400 County Center, Redwood City, CA 94063.

The County reserves the right to request alternate billing arrangements after the initial "shake-out" period. All invoices shall be divided by site name and location so that the County can log, track and distribute the invoices to the appropriate County department or agency paying the invoice. All special security details or other special one-time invoices, shall be broken out and billed on a separate invoice. This is normally arranged in advance when the special detail is established.

**Accuracy & Checking of Invoices** – Contractor payroll office and local branch Account Manager shall personally review all invoices for accuracy, to resolve any billing or time reporting discrepancies. Contractor is responsible for ensuring that invoices are accurate and free from detectable errors. Examples of the latter include, but are not limited to, the following:

- a. Charging for days or hours not actually worked at a particular site
- b. Special detail charges intermingled with a regular worksite invoice and not broken out separately

Contractor must ensure that Contractor's billing system is adequate to the task of providing the level of detail and controls required by the County.

### 3. **Billing and Cost Break-downs**

The Contractor shall provide a complete cost breakdown for services provided under the proposal. All information shall be furnished to allow for proper evaluation of proposals, including billing cycles, personnel costs, equipment costs and available discounts, if any.

Agreed. In response to 2 and 3 above, Universal Protection Service is ensure that all billing is broken out by site as prescribed, reviewed, accurate, timely, and includes detailed back-up designed to precisely suit the requirements of San Mateo County. Furthermore, Universal will remain flexible in its ability to swiftly adjust the fashion in which it invoices the County to fit with any new or future changes to its requirement or system.

## **Part X – GUARD COVERAGE**

1. **The County reserves the right to modify the following levels of coverage to meet the requirements of the various sites and any changing conditions. The County maintains the right to modify the shift hours as needed after proper notification to the Contractor. The Contractor shall provide Security Officers for the following coverage:**

Agreed. Coverage for all sites as listed in this section of the RFP are understood and agreed to by Universal Protection Service, which further agrees to any changes or modifications by San Mateo County during the contract period.

2. **Leave Coverage** – The Contractor shall fill all scheduled posts and assignments noted above, on a year-round basis, including coverage for regularly assigned Security Officer on leave for annual vacations, illness, injury, or family emergency.

Agreed.



**3. Additional Coverage– Special shifts and assignments shall only be worked at the request of a San Mateo County authorized liaison personnel, and shall always be pre-authorized, Contractor will provide coverage and bill at the rates provided in Attachment D.**

Agreed.

## **b. Staffing**

**Describe proposed staff and their duties, including disciplines and degrees, as appropriate. Describe training and experience of staff to ensure client needs will be addressed. Identify the person who will be overseeing the County account. Provide the level of education, background and experience that this person has.**

### **Proposed Staff and Duties**

Being a California company with Northern California as one of our strongest regions, and currently serving seventeen hospitals in the region, our Healthcare Division is very well developed in the area.

Our headquarters and corporate office is in Santa Ana, California, which provides us a full understanding of the requirements of a California employer such as San Mateo County. Our sixteen-state West Region is led by President Steve Claton, who oversees five Regional Vice Presidents in California. In Northern California, Senior Vice-President Eric McGarty is responsible for operations through leading his branch offices in Burlingame, Monterey, Napa, Oakland, Sacramento, San Francisco, San Jose, Santa Rosa and Stockton. All but one of these branch offices have hospital and healthcare clients that are directly supported by our Healthcare Division.

Our Healthcare Division is led by our National Director of Healthcare Security Services, Rick Ward, who lives in California and works hand-in-hand with our managers in support of our healthcare client base, as well as to consult directly with our healthcare clients. Throughout the country, the Healthcare Division features Regional Healthcare Directors who oversee our hospital and healthcare accounts to ensure compliance with regulatory agencies such as the Joint Commission, OSHA and CMS. For San Mateo County specifically, the County's healthcare facilities will be directly managed by Burlingame Branch Manager Peter Daskalakis and Division Manager Dale Seago, with direct support of William Doss, CHPA (Certified Healthcare Protection Administrator). William has direct oversight of our Northern California hospital client accounts, and will have direct responsibility to San Mateo County's Hospital and healthcare locations.

With our in-depth working knowledge of healthcare security issues in Northern California, from the proposed Healthcare Workplace Violence Prevention Act (SB1299), to working with our healthcare clients during contingencies such as nursing union strikes and statewide disaster exercises, we bring to the table unprecedented levels of experience and best practices to ensure that San Mateo County's healthcare facilities reputation as high quality continues, and is known as and is the safest place to go to for one's healthcare needs.

With our vast staff of Security Officers and managers in the region, Universal Protection is able to provide cross-training to these Officers to additionally support San Mateo County facilities in times of emergent conditions that may find other providers flatfooted or overwhelmed by the needs of other large healthcare clients. This capability also ensures that Universal Protection will always be able to fill all posts, including short notice requirements such as patient watches and surge requirements.



San Mateo County facilities security will receive service led by Regional Vice President Eric McGarty, who offices in San Francisco. Direct management of all related San Mateo County facilities will come from our Burlingame Branch, led by Peter Daskalakis and Dale Seago, as well as the branch's HR, recruiting and field management teams. San Mateo County security operations will further be supported by our local Healthcare Division, led by Healthcare Division Manager William Doss.

With significant input from the San Mateo County Security Program Coordinator; directions, responsibilities and training will be developed for our security staff. Through our field management, these directives are communicated to the Account Manager at the individual facilities. Frequent visits to San Mateo County sites to personally meet with the security staff will occur and are documented. During these visits performance evaluations are conducted, and training and safety reviews are held.

To ensure swift response to any need, although the Account Manager is ultimately responsible and the single point of contact for any security need by any San Mateo County, all San Mateo County facility managers will receive a contact roster of our full management team.

The below graphic illustrates our approach to account management and supervision of our staff from the branch level. Simply put, our approach is to layer our support by placing our client at the core of our relationship. In this manner, every new layer provides support and direction to the previous one. Throughout these layers, account & corporate management remain consistently involved to ensure San Mateo County contractual requirements and service commitments are regularly met.

1. Client

2. Security Professionals

3. Site Supervision

4. Field Management

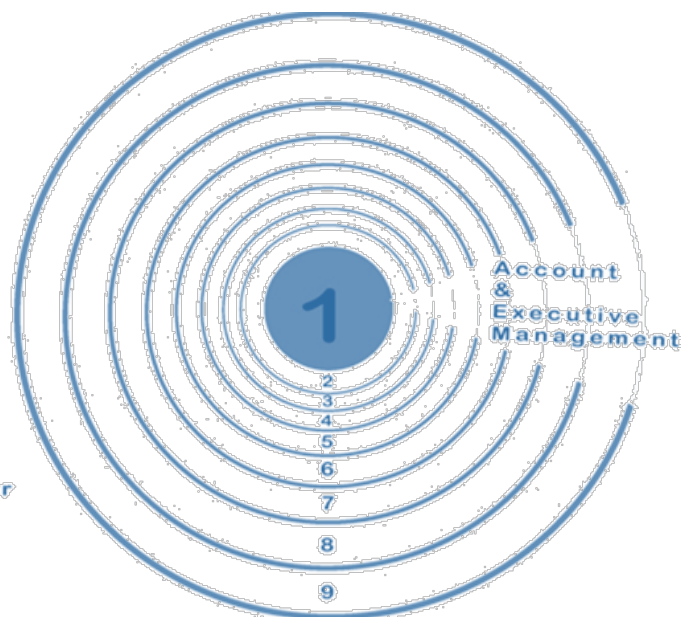
5. Account Manager

6. Operations Manager

7. Human Resources Coordinator

8. Staffing Specialist

9. Recruiters



The below organizational charts illustrate our proposed structure in support of San Mateo County. Our Account Manager assigned to San Mateo County will direct all security operations in cooperation with and as directed by your Security Program Coordinator and designees, either at the County or individual facility level, and will be the primary liaison between San Mateo County and Universal Protection Service. The Account Manager will be directly supported by Branch Manager Peter Daskalakis and the Healthcare Security Services Division.





As outlined below, additional direct support of San Mateo County will be provided from our regional and corporate levels, including that of our Healthcare Security Services Division.

### Corporate Support



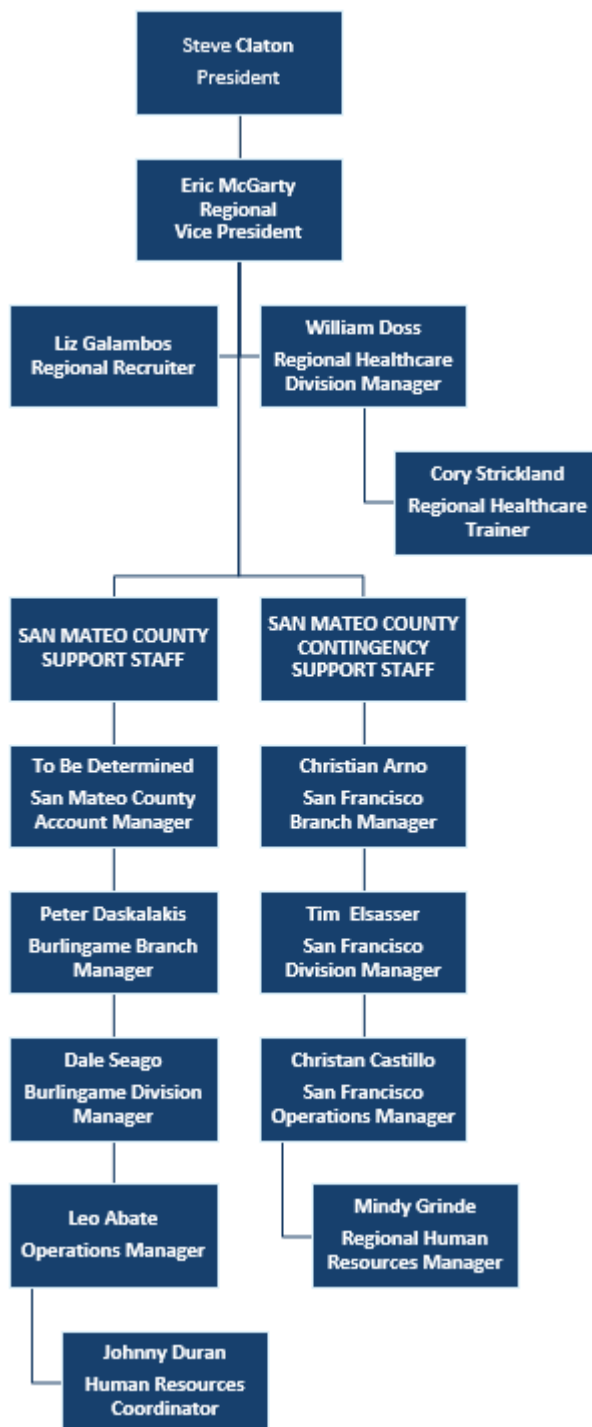
With clear lines of authority and responsibility, the Account Manager, through the Burlingame Branch Manager, has oversight of the branch staff outlined on the chart, ensuring that the Officers are well taken care of through scheduling, benefits administration, training, uniforms, payroll and supervision.

Our local branch model supports swift response in emergencies and provides community support of the security program by employing and developing the most qualified local people.

Utilizing the San Francisco Branch as a redundant management team during catastrophic events such as earthquake or civil unrest, and as additional support in the event of labor strikes or surges in County need, Universal ensures that regardless of circumstance, San Mateo County security services go uninterrupted.

Weekly calls and monthly meetings between the Account Manager, the Branch Manager, Operations Manager, Healthcare Division Director, and the San Mateo County Security Program Coordinator will ensure contractual obligations are continually met.

### San Mateo County – Universal Protection





## Management Support

As San Mateo County is squarely in our Northern California Region, the entire portfolio will fall under the auspices of Regional Vice President Eric McGarty and those listed under him, below. In order to provide a full picture of our proposed leadership for San Mateo County through the team's support up through the company, we have also included those in key roles with our organization.

*Exceptional People, Exceptional Service, Exceptional Results*

### 1. Brian K. Cescolini - Chairman

Mr. Cescolini started his career 41 years ago as a security guard in 1974 while attending college at San Diego State University. He quickly rose through the ranks and became Vice President of another security firm. In 1981, Mr. Cescolini presided over an extremely successful period of growth and prosperity, building Universal Protection Service to one of the most highly regarded and recognized security organizations in California. Mr. Cescolini's background encompasses a variety of positions and many experiences while climbing the career ladder. His experience and knowledge makes him very qualified as Chairman of the company. With 41 years of security experience, Mr. Cescolini oversees all aspects of the company - over 100 branch offices, over 50,000 security professionals and two other successful security technology companies named Universal Security Systems and THRIVE Intelligence. Universal Protection Service now is ranked in the top 4 largest security firms in the nation and features offices in 48 states. His efforts have brought him a wealth of experience in serving many of the top clients in the healthcare, commercial office, retail, industrial, and residential community sectors. He sits on the board for CALSAGA and BOMA and is an active member of BOMA/GLA Emergency Preparedness Committee and helped create the highly publicized "BOMAS" Safe and Secure Los Angeles security company accreditation program formed in 2005. He participated in the implementation of California's security guard training law (SB2880) passed in 2004, enhancing the training for all Security Officers in the state, now a model for other states Officer training programs. He is an active member of BOMA, ICSC, CAI, IREM, IFMA, ASIS, CIDA and NAIOP and CALSAGA.

### 2. Steve Jones – Chief Executive Officer

Mr. Jones presides over all company operations and began his career with Universal Protection Service in April 1996. He brings to Universal Protection over a dozen years of proven management experience within the service industry. Mr. Jones was one of the youngest managers ever to hold an executive level position with BFI, a fortune 200 company. Prior to that he was the youngest Regional Sales and Marketing Manager in the country for one of the largest uniform service companies in the U.S. While at Universal Protection Service, Mr. Jones has educated himself in all aspects of the security industry and was heavily involved in emergency preparedness training after the events of September 11<sup>th</sup>. Mr. Jones' emphasis throughout his career has focused on building and maintaining long term client-customer relationships. A graduate of Cal Poly San Luis Obispo, Mr. Jones holds a BA Degree in Political Science and earned his MBA at University of Redlands while working at Universal. Steve is an active member in ASIS, BOMA, IFMA and IREM and sits on the board of directors for Universal Protection Service, Taycor Financial, the Century City Chamber of Commerce and Community Service Programs.

Mr. Jones participated in the joint terrorism task force for Los Angeles, representing private security. He along with LAPD, LAFD, DOT, FBI, the Department of Homeland Security and Arch Angel worked on developing a plan for conducting a city wide evacuation in the city of Los Angeles in the event of an act of terrorism. Mr. Jones is regarded as one of the top speakers on preparing for the threat of terrorism and has given these seminars to the Nation's top building owners and managers, over 5,000 tenants within office buildings and to the Building Owner and Management Association in San Diego, Oakland, San Francisco and to CAI in the Inland Empire. Mr. Jones has also spoken on the





identification and prevention of workplace violence, earthquake preparedness, handling bomb threats, the threat of avian flu, handling Anthrax threats and utilizing and implementing mutual aid. Mr. Jones has written articles on parking safety for Security Management magazine and has lead over 500 emergency preparedness table top training exercises with management teams across the country.

3. **Steve Claton - President**

Mr. Claton brings to his role as President of Universal Protection Service over 18 years of proven leadership experience in the commercial real estate industry. He has worked in a variety of real estate segments throughout his career including property operations, acquisitions, development, contract management, and security. Prior to joining Universal, Mr. Claton served as Vice President for The Irvine Company where he held various leadership positions including the oversight of a 7M sf. Class-A high-rise office portfolio and a 15M sf. mixed use campus office portfolio. He was also responsible of the company's security, engineering, and landscaping disciplines and led the due diligence efforts on a number of significant property acquisitions totaling over 1.7M sf. and \$500M in value. Mr. Claton has also held management positions at Insignia/ESG and The Shorenstein Company. Mr. Claton was a business major at Cal State Fullerton, is an active member of both BOMA and IREM, and holds an active California Real Estate License. He proudly serves on the board of directors for Community Service Programs, a non-profit charitable organization assisting at risk families and youths, and is a past Vice President of the Board for the Irvine Transportation Agency.

4. **Eric McGarty, CPP – Regional Vice President**

Mr. McGarty currently oversees the Northern California Region and has overall responsibility for all aspects of our operations, and will have direct responsibility to San Mateo County, with the assigned San Mateo Account Manager reporting to him through the Burlingame Branch Manager. In his current role for over a decade, Eric brings over twenty years of management experience within the service industry. His past positions include General Manager and Area Service Implementer for one of the largest uniform service companies in the US, and as an Account Manager for the world's largest provider of passive fire protection products. Mr. McGarty has spent his career focused on operational management, customer service, and employee training and development. Mr. McGarty is a graduate of California Polytechnic State University, San Luis Obispo and is board certified in security management (CPP) by ASIS International and is an active member of ASIS, IAHS, BOMA, IREM and IFMA.

5. **Geoff Craighead, CPP, BSCP - Vice President of Training**

Geoff Craighead has 32 years of experience in a broad range of security management positions. It is through his department that Healthcare Security Officer training is developed and fielded, and that programs customized for Sutter Health will be developed. As Vice President, he is responsible for analyzing security and life safety programs, overseeing training and professional development and continuing to develop new security processes and procedures for our clients. A graduate of the Australian National University, Mr. Craighead is board certified in security management (CPP) by ASIS International, accredited as a building security certified professional (BSCP) by the Building Security Council, and certified by the LAFD to provide life safety services. He is an active member of BOMA, is a past President and Chairman of the Board to ASIS, has served as president of the ASIS Professional Certification Board, and is a member of the National Fire Protection Association Safety Advisory Committee. He is author of the well regarded book, *High-Rise Security and Fire Life Safety*, published by Elsevier Butterworth-Heinemann, and numerous related articles in professional magazines. Mr. Craighead has also served as a public speaker on these subjects worldwide.



6. **Paula Malone, SRHM - Vice President of Human Resources**

The Human Resources Coordinators and Recruiters who will be responsible for staffing and taking care of the Officers assigned to San Mateo County ultimately report to Paula. Joining us in 2000 after being a Universal customer for several years, Ms. Malone was then the Human Resource and Facilities Manager for Black & Decker, where she oversaw all training, benefits and employee relations for their west coast operations, including management of the security program for their 350,000 square foot manufacturing and distribution facility.

Ms. Malone joined Universal to help us build upon our unique philosophy of building collaborative relationships with our employees. She has 24 years of experience in all areas of employee and organizational development, employee relations and legal compliance, benefits administration, recruiting, training, workers compensation/safety, and employee communications. In addition to 10 years at Black & Decker, she spent 3 years as a corporate recruiter, and 3 years as an HR consultant, where she coached senior leaders on implementing proactive HR practices to avoid employment litigation, and also developed and conducted monthly employee and supervisory training courses.

Ms. Malone holds a Bachelor of Science Degree in Business Management and is a licensed Senior Professional in Human Resources (SPHR) through the Human Resource Certification Institute. She is an active member of the Society of Human Resource Management (SHRM), Professionals in Human Resource Association (PIHRA), and the security industry association, CALSAGA.

7. **Rick Ward, CSP – National Director, Healthcare Security Services**

With the support of his team, Mr. Ward will be provide direct support to our team for San Mateo County's security policies, procedures, assessments and training programs as they relate to the County's hospital and healthcare facilities, to ensure standardization where applicable and customization where required, and also drive reporting from each San Mateo County facility to ensure full contract compliance and metric reporting for the San Mateo County Security Program Coordinator.

Rick's 31 year career in security started in the US Air Force, where he served in Germany, Colorado, Hawaii, California, and on multiple deployments; most recently to the Middle East. Rick's involvement in Healthcare Security started in 1987 at the USAF Academy, where for 4 years he was responsible for the security training for Air Force Medical Corps personnel statewide. Rick completed the final 13 years of his 23 year Air Force career as a reservist, while concurrently enjoying a civilian career in private security before Air Force retirement. Rick has held positions as Director of Security at major facilities in California and a 5-star rated resort hotel in Aspen, Colorado. In his current role for the past 6 years, Rick has held progressive positions as Security Director, Service Manager, General Manager and Corporate Director of Training and Development.

Overseeing Universal's Healthcare Division, Rick leads a team of Regional Healthcare Security Directors and Division Mangers, healthcare trainers and instructors. He regularly speaks at local, regional and national levels to hospitals, business and civic groups and professional organizations on diverse topics related to hospital and healthcare security, and is often quoted in professional journals and publications on these topics.

Active in the healthcare security community and a nationally recognized hospital security expert, Rick regularly holds regional leadership positions in the IAHS; where he has been honored as Member of the Year, and has held chapter board positions including Chairman. Rick is an active member of IAHS, BOMA, IREM, IFMA, CAHED, CHA and ASHE; holds a Class "A" Certificate of Fitness in Fire/Life Safety and is a certified and active CPI, MOAB and AVADE Instructor.



8. **Elizabeth von Galambos – Regional Recruiter**

Elizabeth von Galambos' responsibilities to San Mateo County will include all aspects of Security Officer recruitment to ensure that only the highest quality Officers are assigned to the facilities, and with the support of her team of Recruiting Specialists, ensure consistency of quality to all San Mateo County sites.

Ms. Galambos came to Universal Protection Service in the spring of 2008 after relocating from Dublin, Ireland, where she had been working in Human Resources and Recruitment. She began her career with Universal Protection Service as a Staffing Specialist, where she was responsible for the recruitment of exempt and non-exempt positions within the San Francisco Bay Area. Liz then transitioned into Operations Management for three years, where she was responsible for all staffing and scheduling, and for branch employees. In her current role as Regional Recruiter, Liz is responsible for overseeing all recruiting for Northern California, Arizona, Colorado, Nevada, Utah, and the Pacific Northwest. Liz holds her Masters' Degree in Work and Organizational Psychology from Dublin City University, and a Certificate in Training Practice from the National College of Ireland.

9. **William Doss, CHPA – Healthcare Division Manager**

William Doss oversees the direction and training of the company's healthcare portfolio in Northern California, and will work directly with the assigned San Mateo County Account Manager, responsible to the account as the senior Healthcare Division Manager in the region, and will regularly conduct or direct assessments and projects at San Mateo County healthcare facilities, as well as oversee daily operations through up channel reporting and meetings. In relation to San Mateo County healthcare facilities, all of the managers listed below are reportable to Mr. Doss.

Mr. Doss has 20 years of experience in law enforcement, criminal investigations and healthcare security. William has extensive leadership experience and has served in positions such as Director of Security, Regional Security Account Manager and Division Manager. Mr. Doss holds a degree in criminal justice, POST certifications in corrections and law enforcement, and has achieved the Certified Healthcare Protection Administrator (CHPA) designation through the IAHS. Additionally, Mr. Doss is a certified instructor for Universal Protection Service's Healthcare Security Academy and CPI's Nonviolent Crisis Intervention (NVC) management of aggressive behavior technique. William is a member of ASIS, IAHS and CALI.

10. **Peter Daskalakis – Burlingame Branch Manager**

Peter Daskalakis joined Universal Protection Service through our acquisition of Guardsmark and has been in private security since 1993 after a successful career in the U.S. Army. Peter began with Guardsmark as Manager in Training in their Sacramento branch and later served as Unit Manager in the San Jose branch. In 1994 Peter was promoted to Branch Manager of the Burlingame office, and was then promoted to Branch manager in 1996. Peter has over 21 years of experience in management of physical, personnel, communications and information security. As Branch Manager, Peter has total overall responsibility for operational and administrative functions of the Branch.

Peter holds a Bachelor of Sciences degree in Economics from the University of Northeastern in Boston. He is a member of the American Society for Industrial Security (ASIS).

11. **Dale Seago – Burlingame Division Manager**

Dale Seago first joined Guardsmark, now Universal Protection Service, in January of 1997 as a Relationship Manager in the San Mateo branch, spending a year there before transferring to San Francisco for another two years before assuming his current role. As Division Manager, Dale is



responsible for managing a group of accounts, overseeing the daily operations of these accounts, providing direct interaction between the Burlingame Branch and our clients' on-site supervisors, and providing direction for their security force. He meets regularly with clients to ensure Universal Protection Service meets and exceeds their expectations.

Dale is a former Active Duty and Reserve Military Intelligence Officer with a Master's Degree in Political Science from the University of California, Santa Barbara.

12. **Christian Arno – San Francisco Branch Manager**

Mr. Arno is responsible for managing our accounts in San Francisco and environs, with duties including Client Satisfaction, Training Compliance and Officer Relations including managing our Field Managers. Christian joined Universal Protection Service after working the previous 5 years in private security. Prior to joining Universal Protection Service, Christian worked in Executive Protection for some of the most prestigious companies and directly for their CEO's, including PeopleSoft and Apple Corporation. He is a graduate of the University of Nevada and most recently managed a large security program for one of the most iconic high rise office properties in San Francisco. Mr. Arno is passionate for exceptional customer service and possesses the kind of hands-on experience that is instrumental to successfully operating a professional private security firm and believes that integrity, values, functionality and community are fundamentally important concepts for sustainable business enterprises. Moreover, he understands the cultural style and quality of service that is to be performed at each customer location, and stays in contact with clients and their designated liaisons on a regular basis. Christian has been instrumental in our success as our account manager over the security program at UCSF Benioff Children's Hospital in Oakland.

13. **Greg Feldman, CFI – Division Manager**

Mr. Feldman currently is a Division Manager in San Jose and will provide contingency support to the Burlingame Branch team in support of the San Mateo County security services contract. Greg has worked in the security industry for over eight years. Prior to joining Universal Protection Service, Greg served as the Head of Security for the 34th America's Cup – a multi-venue event with over 1,000,000 spectators in attendance, where he oversaw all security and safety operations. In 2012, Greg was honorably discharged from the United States Army after serving four years as an intelligence Officer, which included a deployment to Iraq. As a graduate of the University of Southern California, Greg spent his first four years out of college in corporate finance yet always knew he wanted to serve in the military. Greg has achieved his Certified Forensic Interviewer and Fire Safety Director designation and is an active member in the security community.

14. **Tim Elsasser – San Francisco Division Manager**

Tim Elsasser joined Universal Protection in May of 2014 as a Division Manager. With over 23 years of security industry management experience, Mr. Elsasser previously held the position of Director of Mergers and Acquisitions for Protection One, as well as the President and CEO of Prestige Protection, a state wide security integrator and physical security provider that Universal Protection acquired last year.

Tim is passionate for exceptional customer service and possesses the kind of hands-on experience that is instrumental to successfully operating a professional private security firm and believes that integrity, values, functionality and community are fundamentally important concepts for sustainable business enterprises. Moreover, he understands the cultural style and quality of service that is to be performed at each customer location is paramount, and stays in contact with clients and their designated liaisons on a regular basis, ensuring that they receive the exact service that is required and expected.



15. **Leo Abate – Operations Manager**

Joining Universal Protection Service in 1998, Mr. Abate is the local Operations Manager and will be directly responsible to provide Security Officer staffing, scheduling and processing payroll for all Security Officers assigned to San Mateo County, including ensuring that all positions are staffed according to contract requirements and will maintain a qualified, sufficient pool of cross-trained Officers for backfill of open positions due to vacations and time-off. Mr. Abate is a graduate of San Jose State University, where he earned a BS in Business Management. Prior to joining universal 17 years ago, Mr. Abate was in management with a local Fortune 500 company.

16. **Cory Strickland – Regional Healthcare and Fire Life Safety Trainer**

Cory Strickland has been a member of the Healthcare and Fire Life Safety Divisions since March 2013. Cory's main task is to support the Northwest Region by developing, planning and conducting training programs and exercises, and assisting in Security Risk Assessments. His previous experience is eight years of Firefighting and Emergency Medical Services, where he worked as a Firefighter. Mr. Strickland is certified by LA City Fire Department as a High Rise Fire Life Safety Consultant to conduct Fire Life Safety services including floor warden training, evacuation drills, and the writing/approval of Emergency Procedure Manuals. Mr. Strickland is also certified by the State of California in Swift Water Rescue, Confined Space Rescue, Low Angle Rescue, Incident Command Systems, Structural Firefighting 1 and 2, Terrorism Management, and Haz-Mat First Responder. Mr. Strickland also conducts various other training such as Active Shooter, Workplace Violence, Emergency Preparedness, Terrorism, Bomb Threats and Earthquakes in the form of lecture, discussion, tabletop and live exercises for our clientele and Universal staff.

17. **Minde Grinde – Regional Human Resources Manager**

Mindy has over 17 years of Human Resource experience, 13 of which has been in a leadership role. Mindy is a Human Resources professional with strong background in employee relations, workplace investigations, mediation and dispute resolution, recruiting, policy development, and performance management. Mindy is an exceptional planner, organizer, and problem-solver. Mindy began her Human Resource career at the Target Corporation as a Human Resource Assistant in Illinois. During her six years there, she advanced to a Human Resource Manager where she made significant improvements in the HR department and created a successful succession plan to help develop knowledgeable leaders in each department. Mindy then continued her career as a Recruiter and a Human Resource Coordinator. In October 2006, Mindy became a Human Resource Representative at IPC International Corporation, a contract Security Company located in Northern Illinois. At IPC, she provided comprehensive support for approximately 1500 exempt and non-exempt employees at 75 locations in 10 Western states.

Mindy relocated to Northern California to join the Universal Protection Service team in 2014 as a Regional Human Resource Representative. Mindy provides HR oversight on a day to day basis, manages all employee and labor relation grievances and supports the region ensuring each branch office is compliant with company policies and procedures.

18. **Johnny Duran – Human Resources Coordinator**

Mr. Duran joined Universal Protection Service in 2012 and is the Human Resources Coordinator responsible HR related issues, benefit inquiries, training compliance, and uniforms. Johnny came to us with over 15 years of experience progressively responsible positions in the security services industry, and has held the position as Security Program Manager for a major fortune 500 company featuring over 5000 service hours per week, and was Branch Manager with a rival security company. Johnny is active in professional security associations in the Bay Area and participates in account training and development meetings on a regular basis.



## San Mateo County Account Manager

As the selected Account Manager will work very closely with the San Mateo County Security Program Coordinator, Universal Protection Service will submit the resumes of several highly-qualified candidates to the County for consideration, then based on County review will schedule selection interviews between the screened individuals and the County. By ensuring a good fit for all involved, both Universal and the County can be assured that the program will be a success.

From the Account Manager to the Officers at each site, Universal also understands that there may be staff currently assigned to the County that have proven to be outstanding in their professionalism, work ethic, compassion and relationships that the County may like to have continue in service. In that light, Universal would also like to speak to those individuals when the time comes to provide that opportunity.

## c. Work Plan and Timelines

**Describe work plan, including timeline for the implementation of services. Demonstrate the capacity to implement the program by October 5, 2015**

### Transition Plan

The moment we sign the contract with you we make a commitment. That commitment to each other launches our team into action to begin the transition of your hospital and other facilities to our care. Transition is the factor that concerns clients the most and is what we do best. Change is difficult in any circumstance, and when it involves security and safety, the need to do it effectively increases.

One of the key priorities of Universal Protection Service is a transition planning process that allows for an orderly transfer of security responsibility. We are keenly aware of the extreme sensitivity in the change being made of contract security firms and the impact it will have on the security personnel and County staff. For this reason, we present a program that will be managed with care and tact to avoid problems. It is important that necessary services to San Mateo County facilities not be interrupted or diminished.

Experience over a period of 50 years has led to a well-consolidated program that dictates procedure regarding performance in a new account start-up. This program will be tailored to the needs of San Mateo County and is as follows:

#### Concept:

- **LISTEN:** To the County's needs.
- **COORDINATE:** Our recommendations with County's needs.
- **IMPLEMENT:** A comprehensive security program.





The following steps outline a transition plan that will accomplish the above mentioned concept and is recommended for implementation.

### **Step 1 - Management Orientation Meeting (Days 1 - 3)**

A meeting with the security management teams should occur within one (1) to three (3) days following the award of the contract to review our proposal and familiarize the related San Mateo County management team and Universal Protection Service management team with each other.

Included in this meeting representing San Mateo County should be the San Mateo County Security Program Coordinator, designees, and any other individuals who will play a relevant role in the success of the program. Representing Universal Protection Service would be our Regional Vice President, Eric McGarty, National Director of Healthcare Security Services Rick Ward and their team members who are listed in the Organizational Chart on page 56. Work towards the selection of the Account Manager will also be discussed in this meeting, for his or her later participation in this process.

In this meeting, there will be a review of staffing requirements, procedures, duties, clarification of any aspects of our proposal, redefinition of management priorities and expectations, discussion of current security personnel and their retention potential and a finalization of the timetable for the transition plan. A memo will be distributed to all security personnel, notifying them of the date/time of employee meetings.

The current security contractor/s will be contacted and informed of our transition plan. At that time the current security contractor will also be informed of security personnel who will be retained with the program.

### **Step 2 - Notification of Current Security Personnel (Week 2)**

At the management orientation meeting, one of the primary matters of focus and concern is the notification of current security personnel of the changing of contract security firms. The notification should be handled with great sensitivity, care and must be thought out and well planned. In no way will the security services at any County facilities be interrupted or diminished during this transition.

A meeting with existing security personnel should be scheduled within days following the awarding of the contract and initial management orientation meeting. Existing security personnel should not have to operate in uncertainty. All will be informed of Universal Protection Service, its operational plan, and a schedule will be set for individual meetings in the following week. The individual meetings will allow time for each Officer to have his/her questions addressed and to meet the account manager.

Realizing there may be some personnel who may become overwhelmed by the transition, we will have Human Resource representatives and operation managers on hand to provide personal consulting. Universal Protection Service is determined that there is no interruption of service during this transition period.



### **Step 3 - Meeting (individual) With Security Personnel (Week 2)**

Coinciding with the second meeting with the management team, individual meetings with existing security personnel will commence. Personnel will complete applications of employment and take a data survey, which evaluates their character, beliefs and perceptions towards management/supervision, honesty and substance use (drugs, alcohol).

The completed application and data survey will be reviewed and each Security Officer will have a personal interview with a member of the Universal Protection Service management team. In the interview, the security professional will be asked about his/her background experience, current assignment, career-aspirations and be allowed to ask any questions regarding the transition and Universal Protection Service.

Concurrently, Universal Protection Service will recruit from both inside and outside of the company for backup and replacement personnel. Where practical, we prefer to assign personnel already employed by Universal Protection Service, as we are familiar with the individuals and their work habits.

### **Step 4 - Review Security Procedures (Weeks 1 & 2)**

At the management orientation meeting, we would receive a general overview of the existing security procedures (post orders / security manual and competencies) and site-specific information for each post. The security procedures manual/post orders, is a major component of security operations. They guide both our performance and the management team's approval of our contract compliance.

Our review of the security procedures manual / post orders forms the basis for employee screening and selection criteria, communicating specific job content knowledge in subsequent classroom and on-the-job training and supervisory inspections and performance audits. In our review, we will ascertain major concerns and critical areas of vulnerability for potential threats to each site's security. This review will also assist us in obtaining maximum benefit out of the site inspection tour.

### **Step 5 - Site Inspection Tour (Week 3 Management Orientation)**

The Universal Protection Service management team would request a tour of the Hospital and other facilities. We are seeking an explanation of the specific duties and operations of appropriate fire, security, monitoring and life safety equipment. In order to gain full benefit of the tour we would request the presence of the San Mateo County Security Program Coordinator, Director of Facilities or designee and the lead Officer or manager of the existing security force. The tours will be staggered over a period of several days, with each facility visited as outlined on the timetable.

### **Step 6 - Management Team Training (Week 3)**

On week three (3), a management team training meeting will be conducted at each site, with the appropriate County representative/s, and Universal Protection Service management team including the Account Manager, Division manager, Operations Manager, Field Managers, Shift Supervisors and where applicable, Healthcare Division leadership.

The training serves as a final review of policy and procedures, emergency notification procedures, public relations and chain of command. It also provides an opportunity for the management teams to meet our Field Managers who will provide additional supervision and support for the Security Program.





### Step 7 - Policy and Procedures Meeting (Week 4)

Following the tours, information gained will be incorporated into the Security procedures Manual / Post Orders. A second meeting will be held with the management teams to answer any questions and review updates. Policy and procedural issues will be discussed and resolved in this meeting. Specific incident response guidelines will be formulated and reporting relationships and chain of command will be established. A meeting will be held at each facility over a period of two days.

### Step 8 - Security Procedures Manual / Post Orders Update

Following the second meeting, the Security Procedures Manual / Post Orders will be updated and submitted to the management teams for review, comment and any additional changes, then incorporated into the training program.

### Step 9 - Security Training Program (Week 4)

After selection of all assigned security personnel, the training program described in this proposal will be conducted. All existing personnel must complete the initial orientation training regardless of their job tenure, and Security Officers assigned to the Hospital or healthcare facilities will attend the Healthcare Security Academy. This will provide a more cohesive security operation and give the personnel a better insight to our management style. New personnel would also be trained during this period.

At the start of the training program, personnel will be issued their uniform items, which will also be inspected for fit and finish.

### Step 10 - Program Start-Up (Week 4)

Universal Protection Service will have all uniforms issued and equipment delivered at reach facility prior to start-up, to ensure all compliments are complete. Each manager will attend a planning meeting at the Universal Protection Service Burlingame Branch office to ensure that everyone is fully aware and understands responsibilities and transition scheduling.

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Ascertain current staff retention levels							
Distribute Employee Orientation Info							
Pick Up Post Orders							
Employee Meetings / Interviews							
Post Order Review / Updates							
Background Checks / Drug Screening							
Equipment Checks							
Uniform Selection							
Uniform Fitting / Orders							
Management Meetings / Updates							
Orientation / Training							
Finalize Post Orders							
Management Meetings / Updates							
Uniform Deliveries / Coordination							
Site Managers / Supervisor Transition Meeting							
Emergency Procedures Training							
Begin Providing Service							
Management Meetings / Updates							
Staffing Headcount / Replacement Training							
Follow-Up Transition Meeting							
Customer Service Training - All Staff							

- Planning begins the day we sign the contract
- Goal is to retain the Officers you want to retain
- Communication is key
- Transition continues after service starts



## Synopsis of Transition Plan

### **WEEK #1      MANAGEMENT MEETINGS**

- Pick Up Post Orders - Discuss On-site Concerns
- Ascertain Manpower Retention
- Distribute Employee Orientation Meeting Information

### **WEEK #2      AGGRESSIVE RECRUITMENT CAMPAIGN**

- Employee On-site Meetings
- Post Order Review / Updates
- Background Checks / Drug Screening
- Equipment Checks

### **WEEK #3      JOB FAIRS / STAND-BY RECRUITMENT**

- Uniform Fitting / Orders
- Management Uniform Fitting / Orders
- Management Orientation / Training
- Finalize Post Orders

### **WEEK #4      JOB FAIRS / FINAL SELECTIONS**

- Management Update Meetings Scheduled
- Uniform Deliveries / Coordination
- Site Managers / Supervisor Transition Meeting

### **WEEK #5      TRAINING OF PERSONNEL**

- Staffing Headcount / Replacement Training
- Uniform Deliveries
- Post Order Final Draft Review
- Equipment Preparation / Delivery

## Communication

Communications with your current security staff is critical throughout the transition because, in the absence of information, people assume the worst. So our goal is to make sure that each member of the team is informed, involved and engaged. To that end, we create a Transition Newsletter, designed to keep the information flowing.

Sample Transition Newsletter on following page:



## Sample Transition Newsletter

# Transition News

### Universal Protection Service

#### Transition Team Leaders:

**Eric McGarty**  
Regional VP

**Rick Ward**  
National Director  
Healthcare Services

**Peter Daskalakis**  
Branch Manager

**Dale Seago**  
Division Manager

**Liz Galambos**  
Regional Recruiter

**Mindy Grinde**  
Human Resources



Universal Protection Service is pleased to announce that we have been awarded the Security Services Contract for San Mateo County, effective Monday morning at 0001 Hours, October 5, 2015. We are honored to enter this partnership with San Mateo County, and look forward to the collaborated success between our organizations.

#### The Universal Protection Service Difference: It's Not What We Do, it's How We Do It

For several months, we have been working with San Mateo County to discuss how Universal Protection Service's progressive capabilities and innovative technology can benefit County security needs. We are thrilled to have been given the opportunity to become the County's security provider and will do our best to ensure this is a smooth transition for everyone involved. We look forward to meeting each of you and are dedicated to providing you with all the necessary information to help in your decision to join Universal's unmatched team. In order to provide you with the most accurate information, we would like to take this opportunity to introduce ourselves and explain both our transition methods and how you can benefit from working with Universal Protection Service.

#### About Universal Protection Service

Back in 1965, we began with one idea in mind—to provide unmatched service and security solutions for our clientele. We've grown the old fashioned way, through client retention, referrals and superior service. Because of this, today we stand as the largest privately owned security company in the nation and are the 4<sup>th</sup> largest security company in the U.S. We are a leader in providing security to diverse industries, with over 50,000 Security Professionals throughout the country served by over 100 local Branch Offices. We have been honored to receive many Top Workplace awards for our ability to maintain an open-door policy with our employees, despite the rapid growth we've seen over the years.



Corporate Office: 1551 N. Tustin Ave. Suite 650, Santa Ana, CA 92705  
1-866-UPS-1965 [www.universalpro.com](http://www.universalpro.com)



# Employee benefits and recognition

## We Have Perfected the Art of Transitioning

Our successful transition history is due to our comprehensive, client-specific account plans and our ability to provide everyone involved with the most up-to-date information regarding this exciting new venture. We conduct meticulous reviews of every process and procedure we initiate, and are always available to answer any of your questions or concerns. We will provide full details of the transition and will be in regular communication with everyone involved in this process. Please read over the chart and information on the following pages so you will know what to expect in the following weeks.

## Transition Chart

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Ascertain Manpower Retention							
Distribute Employee Orientation Meeting Info.							
Collect Post Orders and Training Competencies							
Employee Meeting							
Post Order Review and Updates							
Background Checks and Drug Screenings							
Equipment Checks							
Uniform Selection							
Uniform Fitting/Orders							
Management Meeting/Update							
Orientation/Training							
Finalize Post Orders							
Management Meeting/Update							
Uniform Deliveries/Coordination							
Site Managers/Supervisor Transition Meeting							
Review Emergency Procedures							
Start Account							
Management Meeting/Update							
Staffing Headcount/Replacement Training							
Follow-Up Transition Meeting							
Healthcare Security Professional Academy							

## We Invest in Our People through Employee Benefits and Recognition

Universal Protection Service is a management-owned organization, which means our employees believe in what we stand for and stay with us to prove it. We provide comprehensive benefits, flexible schedules, superior training programs, contests and advancement opportunities to all of our employees. At Universal, we believe the people who work for us make all the difference in our success, and we think you should be rewarded for that.

- 401(k) and Life Insurance
- Vacation Time and Holidays
- Dental Insurance
- Vision Care Insurance
- Medical Insurance
- Employee Assistance Program
- Direct Deposit
- Cash Pay Card (DirectCheck Card): can be used as a debit card at any retail store that accepts Visa, and it can be utilized by all employees with checking/savings accounts.



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# Unmatched rewards

## Employee Incentives:

### Security Professional of the Month/Quarter:

Security Professionals selected for this recognition will receive a Certificate of Achievement and their name added to the plaque and a cash award.

### Referrals:

S.T.A.R. Employee Referral Program: this lucrative program is given for bringing qualified candidates into the company.

### Retention Bonus:

Universal Protection Service will offer all Security Professionals a retention bonus as our way of saying thank you for making the decision to join our team. This bonus is \$150 and you will receive a portion after 30 days of service and the remainder after 90 days of service.

### On-the-Spot Awards:

These are given to show immediate appreciation for Security Professionals who go above and beyond the call of duty. All recipients are then entered into a quarterly drawing for a cash bonus.

### Payroll Information:

Universal Protection Service's employees are paid bi-monthly on Thursdays, with the pay week running Friday-Thursday. All overtime is paid in accordance with State and Federal laws. Employees can elect to be paid by direct deposit or cash pay card.

### Uniforms and Appearance:

Universal Protection Service believes in first and lasting impressions, and requires their Security Professionals to be impeccably dressed and immaculately groomed with the following provided uniform items:

- Hats
- Shirts
- Ties
- Pants
- Jackets
- Blazers
- Specialized Duty Gear
- Nametags

### Attendance Policy:

At Universal, we know that tardiness and absenteeism can disrupt service to our clients and inconvenience others. Because of this, we uphold the following attendance policies:

- 4 Hours' Notice Required for any Absence
- No Call/No Show = Termination
- 2 Unexcused Absences in 180 Days may Result in Suspension or Termination
- Any Scheduled Time off Must be Arranged and Approved in Advance



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# Key Dates

## Training for a Lifetime

Universal Protection Service Security Professionals know they have a window to advancement and the opportunity to build a better future. In addition to company orientation, initial site specific training, the Healthcare Security Academy and on-site Competency Training, Officers also complete a specialized continuing education program. Our unique 34-point Healthcare Security Professional Training System covers the entire spectrum of operations and is a testament to the importance we place on comprehensive training. Each training module focuses on a specific security aspect, and requires that every officer demonstrate mastery of that topic. Modules cover an expansive list of topics, and are continuously updated as so that they remain current and relevant to your duties.

## Joining the Universal Protection Service/San Mateo County Security Team

We hope we have answered your initial questions, and invite you to experience the Universal difference. If you would like to stay on at your current assignment and join Universal Protection Service, please note the following key dates below. Before the Transition Information Meetings on June 2<sup>nd</sup> through 4<sup>th</sup>, all personnel will want to have completed the application of employment and have accomplished a data survey, which evaluates character, beliefs and perceptions towards management/supervision, honesty and substance use. Personnel will then be issued an order to report to our clinics for drug testing.

### Key Dates:

Ensure that you have completed the on-line application and data survey before attending one of the initial meetings (no obligation), instructions are attached.

Meeting with management and HR team to learn about Universal and allow you to ask questions and review transition paperwork.

6/2/15	0700 HRS 1500 HRS	TBD San Mateo, CA
6/3/15	0700 HRS 1500 HRS	TBD San Mateo, CA
6/4/15	0700 HRS 1500 HRS	TBD San Mateo, CA
One-on-ones		Interviews with Branch Management and Uniform fitting
Orientation Schedule TBD		Hospital and Site Orientation Training for any <b>NEW</b> Security Officers
Week of 6/8/15		Post Order and Emergency Procedure Review
Week of 6/15/15		Company Orientation and Training
Week of 6/22/15		Uniform delivery
Week of 6/22/15		Healthcare Security Officer Academy and CPI Classes
7/1/15	0001 HRS	Successful Transition!



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## d. Cultural Competence

**Describe how your agency/program will ensure cultural competence. This may include culturally relevant program features, staffing objectives that reflect cultural and linguistic diversity, and education materials that value the cultural diversity of San Mateo County.**

We embrace diversity at Universal and understand that it is more than an affirmative action plan. Diversity encompasses more than race, color or creed – it recognizes the strength of building teams with different backgrounds, past experiences and job knowledge. We look to build teams of people that reflect the communities we serve, in each of our Branch Offices. We hire people who enjoy working together and devote themselves to the continued improvement and ongoing success of our security programs. We are committed to reflecting the values of San Mateo County and its related programs.

Universal stands committed to providing equal opportunities to minority and women owned business enterprises (M/WBEs) as well as all other vendors, consultants, contractors, and subcontractors who seek to do business with us. We established this policy in an attempt to ensure that certified qualified M/WBEs are made aware of, have an opportunity to bid on, and are considered on an equal basis with all other qualified bidders for the provision of goods and services. Therefore, it is the policy of this company to provide and to require its vendors, consultants, contractors, and subcontractors to provide certified qualified M/WBEs with an equal opportunity to participate in the bidding process for the procurement of goods and services provided to us.

## e. Interagency Coordination

**Describe how your agency/program will ensure effective interagency coordination.**

Universal commits to ensure effective interagency coordination through the implementation of effective systems and processes, ensuring desired results with operational transparency. In the establishment of this effort, we will start by first by jointly articulating shared goals and objectives, including stakeholders at each served facility and the San Mateo County Security Program Coordinator in the process .

These systems and processes include:

- Co-location of leadership through regular meetings where tracked performance indicators are developed into monthly, quarterly and annual metrics and our Quality Improvement Plan for up channel reporting to the San Mateo County Security Program Coordinator.
- Information sharing between similar and dissimilar facilities for joint analysis and processing.
- Provide facilitative leadership (leadership without authority) via the utilization of in-house experts from other Branches and Regions in the fields of Court Security, Hospital Security, Public Services Security, Airport Security and Port Security.
- Establish accountability for results through the delegation of decision making authority to lower levels, paired with incentives to coordinate and accountability for results.






## f. Agency Program Evaluation

Describe how your agency plans to evaluate the program. This should include routine (minimally monthly) inspections and meetings with the County Security Program Coordinator. Describe site inspection protocols and protocols on informing the Security Program Coordinator of the inspection results.

Universal Protection Service is a customer service driven service company, which means we will listen to the County's needs, goals and objectives for each specific facility. We will then develop strategies and action plans to ensure that we deliver the level of service that the County desires.

- Weekly Site Inspections of all facilities from Branch, Operations and Field Training Mangers
- Monthly Performance Inspections
- Bi annual service reviews
- Key Performance Indicator tracking through our Quality Improvement Plan
- Expeditious response and resolution of client concerns
- Continual improvement of security partnership
- Frequent education of industry standards, issues and current initiatives

### SAMPLE INSPECTION REPORT

Universal Protection Service		360 3rd Street
Inspection Report Summary for: Security Professional Inspection Report. - 2015020273		
Date of Inspection:	5/4/2015 10:53 PM	
Client:	360 3rd Street	
Inspector:	Poole Mario	Discrepancies: 0
Detailed Inspection Report		
Person Inspected		
✓	Officer's Name	Response: Daniel Nguyen
✓	Position	Response: Security Console - Security Control Room - Parking Officer - Patrol Officer - Rover - Loading Dock - Dock Master - Elevator Operator - Vehicle Patrol - Foot Patrol - Fire Watch - Bike Patrol - Lobby Console - Other (Briefly Describe) -
Topics Covered During Site's Visit		
✓	Uniform Acceptable (if no take a picture of the officer now)?	Response: Yes - No -
✓	General Appearance Acceptable (if no take a picture of the officer now)?	Response: Yes - No -
✓	Guard Card Expiration Date	Response: 5/31/2017
✓	Customer Service Skills/General Attitude Acceptable?	Response: Yes - No -
✓	Report Writing/Report Completed Properly?	Response: Yes - No -
✓	Fire/Life Safety Procedures - General Knowledge	Response: Excellent - Adequate - Needs Improvement -
✓	Company Policies & Procedures Knowledge	Response: Excellent - Adequate - Needs Improvement -
✓	Post Orders Knowledge	Response: Excellent - Adequate - Needs Improvement -
✓	Level of Professionalism	Response: Excellent - Adequate - Needs Improvement -
Conclusion		
✓	Manager Comments	Response: On guard and alert.
✓	Officer's Signature	Response: 



## Security Reporting

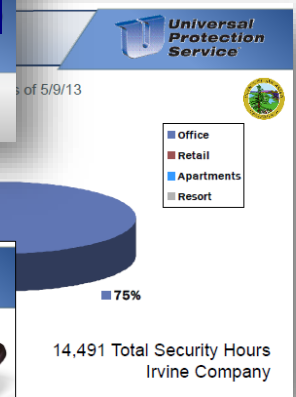
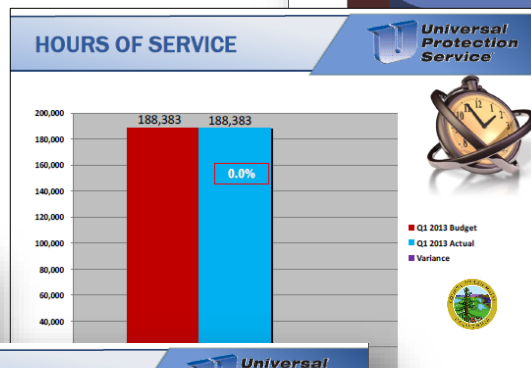
Universal will conduct quarterly Security Status Report and Committee Meetings to review Annual Goals and Objectives, reinforce the accountability and action plans of our team and Security Professionals, share ideas and learn about interrelationships in the organization, identify and remove barriers, and recognize and reward success.

The Annual and Quarterly Security Status Report and Committee Meetings includes a presentation to address any areas of concern for any individual facilities, and current related security issues and trends are presented. Key successes are shared with the group as well as required interventions and actions to overcome barriers.

## Annual / Quarterly Meetings

Per annum and each quarter, key leadership from Universal will meet with the San Mateo County Security Services Coordinator and other related personnel to present a formal top level review, focusing on:

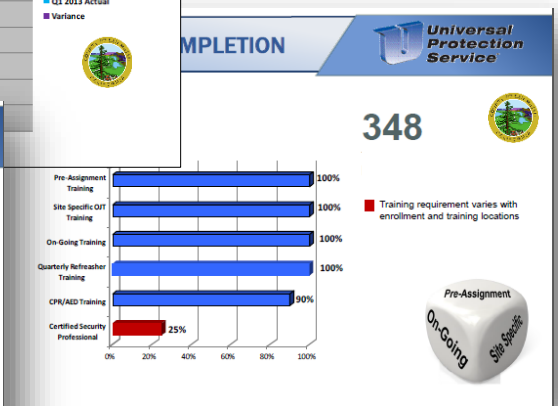
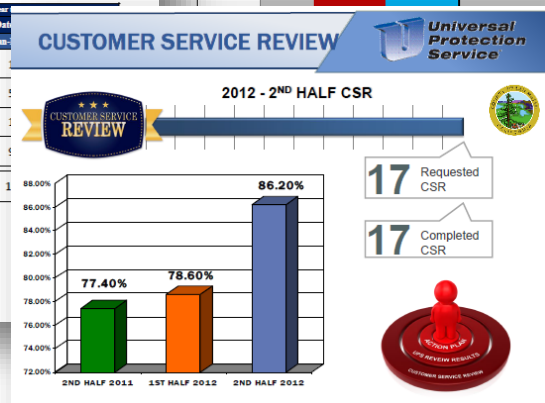
- Successes
- Hours of Service
- Cost Breakdown
- Benefits Breakdown
- Turnover Rates
- Training Compliance
- Equipment Deployment
- Audit Results
- Customer Service Reviews
- Crime Analysis
- Specific Hospital Needs



**CRIME TRENDING**

Universal Protection Service

	Year to Year: Quarterly Comparison			Year to Date	
	Q4 11	Q4 12	Difference	Jan-Dec 11	Jan-Dec 12
Person	1	4	3	4	1
Property	16	14	-2	65	5
Personal Injury	5	3	-2	21	1
Other	21	24	3	85	1
<b>Total Incidents</b>	<b>43</b>	<b>45</b>	<b>2</b>	<b>175</b>	<b>1</b>








## Customer Action Plan

We utilize a **Customer Action Plan** for any and all issues at our accounts, which documents our clients' concerns and assigns a suspense date and responsible party to correct the situation. Once the issue is addressed and properly handled per our client, we ask that they sign this form to document that their concerns have been acknowledged, addressed and successfully completed.

 <b>Universal Protection Service</b>		<b>CUSTOMER ACTION PLAN</b>			
Customer:		Date			
Customer Representative:		Universal Protection Representative:			
<b>30 DAY-CUSTOMER GOALS / EXPECTATIONS</b>		<b>30-DAY UNIVERSAL PROTECTION SERVICE DELIVERABLES</b>			
<b>ACTION PLAN</b>					
	Item Description	Person Responsible	Date Due	Status	Date
1					
2					
3					
4					
5					
<b>Acknowledgement of Action Plan</b>	Customer Representative				Date
	Universal Protection Representative				Date
<b>Acknowledgement of Satisfactory Completion of Action Plan</b>	Customer Representative				Date
	Universal Protection Representative				Date
White~Client Copy		Yellow~Corporate Office Copy		Pink~Office Copy	

With our team approach, regional and local resources and experience in Hospital Security; no other company can offer the expertise we possess. Whether you require other services such as patrols, electronic security systems, surveillance systems, analytic based CCTV, Fire/Life Safety services, workplace violence consulting, and training or annual risk assessments, Universal provides it all.



## g. Organizational Background

**Describe the agency's history, mission, programs, and services it provides; administrative structure; and experience in providing similar services. With the history include length of time in business, and any experience working with public agencies. Describe how this program will fit into your overall organization. Attach an organizational chart.**

### History

Founded in Orange County, California in 1965 as a security and janitorial services firm, Universal Protection Service today is a Limited Partnership based in Santa Ana, California. In 1988, due to the tremendous growth of the Security Division of then Universal Services, the janitorial division was sold, allowing management to focus on core business, that of providing security services. It then quickly expanded its base of expertise to include security technology solutions and Fire Life Safety Training.

In 2001, President Brian Cescolini and Vice President Steve Jones became partners in the firm. In that same year, Universal Protection Service first opened its doors in Northern California, with a Regional Office in San Francisco boasting as its first Client the Transamerica Pyramid, known today as Pyramid Center and still our Client.

In 2007, Brian and Steve purchased Universal Protection Service from founders Steve Salyers and Jim Moses upon their retirement, after which Cescolini and Jones formed Universal Services of America as a parent company to Universal's separate divisions: Universal Protection Service – Providing guarding services, Universal Protection Security Systems – an integration company providing alarm systems, access control and CCTV, and Universal Fire/Life Safety Services – providing business emergency and continuity plans, emergency manuals and Floor/Fire Warden training and drills. At this time Universal Building Maintenance was revived as a new "green" janitorial services company.



Through the last decade's economic downturn, through providing superior service that ensures we keep the customers we earn, Universal reaped annual double digit growth as it has every year since. In 2010, Universal Services of America reached the milestone of \$1 Billion in annual revenue, and Universal Protection Service became the largest supplier of Security Officer Service in the State of California.

Today, we count over 60,000 service professionals as employees, and provide approximately 2 Million hours a week of security service to our clients in 50 states, Puerto Rico, the U.S. Virgin Islands and Canada.



## **Mission**

Universal Protection Service is a customer centric organization. Everything we do revolves around one thing: Providing Unmatched Service to our Customers.

Our Mission Statement:

***“To provide unmatched service and security solutions by creating and cultivating partnerships with our Security Professionals and Clients.”***

### **Unmatched Service**

We provide unmatched service through the Universal Difference; the three things that make us unique and bring real value to clients:

- ✓ **People - Recruiting and Training**
- ✓ **Peace of Mind - Management Depth and Resources**
- ✓ **Partnership - Technology and Value Added Services**

### **Security Solutions**

We believe in the adage “If you’re not part of the solution, you’re part of the problem”. When our Officers, Supervisors, Post Commanders and Managers find problems, when the issue is in their purview, they don’t just report them, they develop solutions to those problems to allow our Clients to consider. This is partnership, exactly how we want to be perceived, not as mere vendors.

### **Creating and Cultivating Partnerships**

Daily interactions between the County’s facility stakeholders and the security staff cements the bonds of service that are measured in our monthly meetings, performance reporting and interagency coordination processes we’ve discussed in this proposal. A partner is defined as a person who takes part in an undertaking with another or others, especially in a business or company with shared risks and rewards. We want to be considered an integral “part” of the San Mateo County Team, as our success is conjoined.

### **Security Professionals and Clients**

Security Professionals are our internal Clients. If we don’t create and cultivate partnerships with them, they will not create and cultivate partnerships with you, our Client, and we would have failed in these core tenets that we live by at Universal Protection Service, and we dislike failing so much that we have developed a service philosophy that supports our desire to succeed. We call it:

### **The Triangle of Success**

Attract and Retain	<b>Exceptional People</b>
Provide Them with the Tools to Provide	<b>Exceptional Service</b>
We Receive	<b>Exceptional Results</b>

These three principles help us to ensure that we earn Client Respect and are able to build **Exceptional Relationships**.







## Programs and Services

Throughout this proposal we have outlined the many programs that Universal features, such as Universal University, including our Certified Security Professional (CSP) certification and the Healthcare Security Academy, Value Added Services such as Client Advantage Seminars, and our Quality Improvement Plans including KPI and goal metrics reporting. The diversity of these programs and our ability to adapt them to fit each environment is reflected by the diversity of the industries and institutions we serve.

One of our key strengths lies in our holistic approach to security. Universal Protection Service is comprised of four complimentary divisions:

### One Company – One Integrated Solution Platform

#### Uniformed Security Officers



- Over 35,000 uniformed security officers nation-wide
- On-line recruiting, testing and applicant screening program
- Industry leading benefits
- Officer award and recognition programs
- Five phases of training with 20 core modules and customization as needed
- Safety Act Certified



#### Integrated Physical Security Systems



- Department of Homeland Security QATT (Qualified Anti-terrorism) Designated
- Access control
- Video cameras
- Electronically controlled barriers
- Intrusion detection
- Operations maintenance and repair services



#### Security Workforce & Information Management Technology



- Guard tours
- Guard tracking and supervision
- Incident report management
- Daily activity reporting
- Dispatch operations
- Incident heat mapping and security asset allocation analysis
- Supervisor and monitoring center alert/quality control



#### Risk Mitigation Monitoring and Response



- Video Management Services (VMaaS) – edged based video analytics, video alarm verification, video guard tours, escorts, virtual fencing
- Security Operations Center Services (SOCaaS) – operations design/build, workflow and technology mapping/product integration, operator staffing, training, redundant client services
- Field Operations and Client Support – 24/7 event escalation, fusion center coordination, situational awareness reporting
- Managed Security Services (MSaaS) – access control, identity management, alarm monitoring



By taking this approach, Universal is able to develop solutions that other providers may not offer for fear of losing business in the form of staffing hours. Being involved and operating in the full spectrum of security services, Universal firmly believes that we and our clients share success together. That our ability to ensure that our clients have the best security solution for each environment, that is right-sized based on risk, threat, experience, as well as considering budgetary issues, makes us true partners in success.

Although this RFP is for Security Officer services, the fact that we are a full service security provider: staffing, integration, security workforce management and risk mitigation and live monitoring, provides our clients with the minds and tools of our technicians and experts in these categories. Regardless of a Client wanting to merely learn about other security systems and programs, or actually being in the purchasing mode, we stand by our Clients security needs and offer consulting and program integration solutions in these fields as a Value Added Service.





## **Administrative Structure**

Being a California company with Northern California as one of our strongest regions, and currently serving seventeen hospitals in the region, our Healthcare Division is very well developed in the area.

Our headquarters and corporate office is in Santa Ana, California, which provides us a full understanding of the requirements of a California employer such as San Mateo County. Our sixteen-state West Region is led by President Steve Claton, who oversees five Regional Vice Presidents in California. In Northern California, Senior Vice-President Eric McGarty is responsible for operations through leading his branch offices in Napa, Sacramento, San Francisco, San Jose, Santa Rosa and Stockton. All but one of these branch offices have hospital and healthcare clients that are directly supported by our Healthcare Division.

Our Healthcare Division is led by our National Director of Healthcare Security Services, Rick Ward, who lives in California and works hand-in-hand with our managers in support of our healthcare client base, as well as to consult directly with our healthcare clients. Throughout the country, the Healthcare Division features Regional Healthcare Directors who oversee our hospital and healthcare accounts to ensure compliance with regulatory agencies such as the Joint Commission, OSHA and CMS. For San Mateo County specifically, the County's healthcare facilities will be directly managed by Branch Manager Eddie Esparza, with direct support of William Doss, CHPA (Certified Healthcare Protection Administrator). William has direct oversight of our Northern California hospital client accounts, and will have direct responsibility to San Mateo County's Hospital and healthcare locations.

Please refer to our Org Chart as it relates to San Mateo County on Page 56 of this proposal.

## **Similar Experience**

In the 50 years that Universal Protection Service has been operating, we have provided services in most all industries and have served most types of institutions. One area we have not delved into that we have stayed away from by design is Special Event Security; temporary events such as festivals, fairs and concerts. We feel this type of work puts undue stress and strain on our Managers and Officers, who need to ensure that they have proper work/life balance, proper rest and regular schedules in order to be able to operate at peak performance levels for our standing client base, be available for emergent needs such as fire watch, patient stand-by and have the time to enjoy and appreciate their time off privately. This is also why we have a strict policy of maximum shifts of 12 hours, and only then for special circumstances.

In order to demonstrate our experience in facilities and locations similar in service and scope of the sites included in this proposal, you will see in our references commencing on Page 101, that we have included State Hospitals, two WIC service offices, a County Airport, two County Ports, eight California Superior Courts, and a few large private healthcare institutions; one being the 11st largest hospital in the United States, as well as a number of other national companies. We have submitted references well beyond the minimum qualification requirements outlined in the RFP in an effort to demonstrate our acumen in the field in which the County operates, our breadth of knowledge, and our ability to provide the volume and scope of service required to provide the caliber and quantity of service that San Mateo County requires.

We are honored by this opportunity, and thank the County for including us in this process.



## h. Start-Up / Lead Time Requirements and the lead-time necessary to begin providing services

Please refer to c. Work Plan and Timelines, commencing on page 63 of this proposal, for a detailed description of our start-up requirements and the lead time necessary to begin providing services. Being 100% organically grown for the first 32 years of our existence, we are adept in transitioning contracted and in-house security functions to our services.

Although this function is described in depth starting on page 63, typically upon award of service contract, We can take any sized security function and all elements; staffing, training, team building and equipping, to our services in thirty 30 days. As described, we will start on day one with management meetings between County and Universal Management to present the Transition Plan

And Flow Chart and start the process. For ease of reference we have again included this diagram that originally appears on page 66:

**TRANSITION PLAN MATRIX**

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Ascertain current staff retention levels							
Distribute Employee Orientation Info							
Pick Up Post Orders							
Employee Meetings / Interviews							
Post Order Review / Updates							
Background Checks / Drug Screening							
Equipment Checks							
Uniform Selection							
Uniform Fitting / Orders							
Management Meetings / Updates							
Orientation / Training							
Finalize Post Orders							
Management Meetings / Updates							
Uniform Deliveries / Coordination							
Site Managers / Supervisor Transition Meeting							
Emergency Procedures Training							
Begin Providing Service							
Management Meetings / Updates							
Staffing Headcount / Replacement Training							
Follow-Up Transition Meeting							
Customer Service Training - All Staff							



## **Section 4**

## **Financial Summary**



## 4. Financial Summary

**Prepare a narrative of how this program will be staffed and financed. Including guard and Supervisor salaries, fringe benefits, and contractual rates. Provide a budget, including personnel, operating, and other relevant expenditures and revenue categories. Supply an example invoice.**

The Account Manager is a salaried employee. All other assigned staff are hourly employees. Salaries are described on the following pages in Attachment C, Billing and pay rates. All benefits are described in the Benefits section appearing on page 43 of this proposal. Contractual rates are provided on the following pages as well, and there are no other operational or relevant expenditures that will affect the proposed County pricing as submitted, or cause additional charges to the County. Universal Protection Service believes that we must have total transparency with our clients.



## Attachment-C—Billing and pay rates

### ATTACHMENT C

**Contractor must complete this table to provide their hourly pay rate information**

Location and Position	Wage Rate	Bill Rate	Overtime/Holiday Rate	
<b>400 County Center Hall of Justice</b>				
Supervisor	18.08	\$27.11	\$40.66	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Swingshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>500 County Center Traffic Court</b>				
Supervisor	\$18.08	\$27.11	\$40.66	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>400 Harbor Blvd, Belmont Child Welfare Services</b>				
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>2500 Middlefield Rd. Redwood City Southern Regional Office</b>				
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>271 92<sup>nd</sup> Street, Daly City Northern Regional Office</b>				
Security Officer	\$15.00	\$22.73	\$34.10	
<b>550 Quarry Rd., San Carlos Central Regional Office</b>				
Security Officer (2)	\$15.00	\$22.73	\$34.10	
<b>2415 University Ave., East Palo Alto East Palo Alto Services Center</b>				
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	



<b>1900 Coyote Point,</b>				
<b>San Mateo</b>				
<b>Coyote Point Marina</b>				
Nightshift Security Officer	\$15.00	\$22.73	\$34.10	
Nightshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>620 Airport Dr.,</b>				
<b>San Carlos</b>				
<b>San Carlos Airport</b>				
Nightshift Security Officer	\$15.00	\$22.73	\$34.10	
Nightshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>306 Spruce, SSF</b>				
Security Officer	\$15.00	\$22.73	\$34.10	
<b>1050 Mission Rd.,</b>				
<b>S. San Francisco</b>				
<b>Northern Court House</b>				
Supervisor	\$18.08	\$27.11	\$40.66	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>222 Paul Scannell Dr.,</b>				
<b>San Mateo</b>				
<b>Youth Services Center</b>				
Supervisor	\$18.08	\$27.11	\$40.66	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>San Mateo County</b>				
<b>Medical Center</b>				
<b>225 W. 37th Avenue</b>				
<b>222 W. 39th Avenue</b>				
Site Manager (Lt.).	\$32.03	\$42.10	\$63.15	
Program Manager	\$32.03	\$42.10	\$63.15	
Dayshift Security Sergeant -2	\$15.00	\$22.73	\$34.10	
Security Officer (4)	\$15.00	\$22.73	\$34.10	
Security Officer (PES)	\$15.00	\$22.73	\$34.10	
Security Officer (3)(3AB)	\$15.00	\$22.73	\$34.10	
Security Officer (ED)	\$15.00	\$22.73	\$34.10	
Security Officer (2) overlap	\$15.00	\$22.73	\$34.10	
Dispatch Supervisor	\$18.08	\$27.11	\$41	
Dayshift Dispatcher	\$15.00	\$22.73	\$34.10	
Dayshift SO/Greeter	\$15.00	\$22.73	\$34.10	



Swing shift Security Sergeant	\$18.08	\$27.11	\$40.66	
Swing shift Security Officer(4)	\$15.00	\$22.73	\$34.10	
Swing Shift Security Officer (PES)	\$15.00	\$22.73	\$34.10	
Swing shift Security Officer (3)(3AB)	\$15.00	\$22.73	\$34.10	
Swing shift Security Officer (ED)	\$15.00	\$22.73	\$34.10	
Swing shift Dispatcher	\$15.00	\$22.73	\$34.10	
Nightshift Security Sergeant	\$18.08	\$27.11	\$40.66	
Nightshift Security Officer (4)	\$15.00	\$22.73	\$34.10	
Nightshift Security Officer (3)(3AB)	\$15.00	\$22.73	\$34.10	
Nightshift Security Officer (PES)	\$15.00	\$22.73	\$34.10	
Nightshift Security Officer (ED)	\$15.00	\$22.73	\$34.10	
Nightshift Security Officer	\$15.00	\$22.73	\$34.10	
Nightshift Dispatcher	\$15.00	\$22.73	\$34.10	
<b>802 Brewster Street,</b>				
<b>Redwood City</b>				
<b>So. County Mental Health</b>				
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>1950 Alameda de las Pulgas, San Mateo</b>				
<b>Central County Mental Health</b>				
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>375 89<sup>th</sup> Ave., Daly City</b>				
<b>North County Mental Health</b>				
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>380 90<sup>th</sup> St., Daly City</b>				
<b>Daly City Clinic</b>				
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
<b>2710 Middlefield Rd. Redwood City</b>				
<b>Fair Oaks Clinic</b>				
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Dayshift Security Officer	\$15.00	\$22.73	\$34.10	
Swing Shift Security Officer	\$15.00	\$22.73	\$34.10	





## Pricing Inclusions

The proposed bill rates include the following:

- ✓ Security professional wages, payroll taxes and insurance
- ✓ Medical Insurance 60/40 contribution
- ✓ 3 sick days for CA sick ordinance
- ✓ ProScreen applicant tracking system
- ✓ Recruitment, background screening and hiring costs
- ✓ Complete uniforms including inclement weather gear
- ✓ Handcuffs
- ✓ 33 Radios and 2cell phones
- ✓ CyCop Technology
- ✓ General Liability Insurance Coverage as required per San Mateo County RFP
- ✓ Department of Homeland Security SAFETY Act Liability Protection
- ✓ 24-Hour Customer Service Center
- ✓ Security Professional incentive programs including “On-the-Spot” awards, quarterly incentive, post awards and referral awards
- ✓ Extensive training including at least 84 hours in the first year of service, and 120 hours for Hospital assigned Officers
- ✓ CPR and First Aid Training and Certification
- ✓ Certified Security Professional training program
- ✓ Healthcare Security Officer Academy including CPI Certification Training
- ✓ IAHS Certification Training
- ✓ Management and meetings with management
- ✓ Management participation in committees as requested
- ✓ Partnership on projects and additional duties as directed by County Security leadership
- ✓ Value Added seminars and program as described in Value Added Services section
- ✓ Equipment and supplies to include notebooks, pens, pencils, flashlights, batteries, bulbs and paper goods
- ✓ Mutual Aid Programs in all service areas

### Pricing Summary

In developing pricing for our proposal, we worked to build the greatest value for San Mateo County for the most competitive cost. That means that our goal is not to be the lowest cost provider, since that would require that we cut guard wages, adversely affecting the quality of our team. We would also have to cut services and equipment that we believe are critical to providing quality security and risk mitigation for San Mateo County.

Instead, we strive to provide the greatest value for the money that San Mateo County invests in the safety and security of its facilities, Hospital and those therein. We do this by adding valuable tools at no additional cost. These tools include: Guard tracking and reporting technology that is patented and proprietary to Universal and Training Modules for San Mateo County employees that cover safety subjects such as Fire/Life Safety and Workplace Violence. This offers a very aggressive pricing structure and one that delivers exceptional value for the County.



## SAMPLE INVOICE



Universal Protection Service  
1551 N. Tustin Ave., Suite 650  
Santa Ana, CA 92705  
714-619-9700

INVOICE NO.	1280194
DATE	11/11/14

### CUSTOMER

Sue Rosin  
Sierra Pacific Properties, Inc. / Metroplex Center  
1401 Willow Pass Road  
Suite 860  
Concord, CA 94520

### SERVICE LOCATION

Metroplex Centre  
1401 Willow Pass Road  
Concord, CA 94520

TERMS: Net 30	CUSTOMER NO. 68080		P.O. NO.	
Description	Quantity	Unit of Measure	Price	Amount
Services For 10/31/14 - 11/6/14				
Regular Guard - Security Professional - Elsberry, Chase	8.00	Hours		
Regular Guard - Security Professional - Du Mont, Randall	40.20	Hours		
Regular Guard - Security Professional - Tabti, Madjid	40.00	Hours		
Regular Guard - Security Professional - Arhab, Karim	40.00	Hours		
Regular Guard - Security Professional - Carpenter, Troy	41.00	Hours		
Regular Guard - Security Professional - Hughes Jr, Mark	39.80	Hours		
Total Hours	209.00			0.00
			Sub-Total	
			Sales Tax	
			TOTAL	\$

TO ENSURE PROPER CREDIT, PLEASE DETACH AND MAIL BOTTOM PORTION WITH YOUR PAYMENT

ATTENTION:  
Sue Rosin  
Sierra Pacific Properties, Inc. / Metroplex Center  
1401 Willow Pass Road  
Suite 860  
Concord, CA 94520



Universal Protection Service  
P.O. Box 101034  
Pasadena, CA 91189-1034

Customer No.	68080
Job No.	68080
Invoice No.	1280194
Invoice Date	11/11/14
Amount Due	\$
Amount Remitted	



## SAMPLE INVOICE BACK-UP

### UNIVERSAL PROTECTION SERVICE

Job # [ ] Listed: Range Entered

Employee # [ ] Listed: All



Dates 09/05/08 - 09/11/08

Full Scheduling Report Matrix

Job Types Listed: All

Job: 10285	ACE PARKING MANAGEMENT	Directions:						
Address:	San Diego, CA	<b>SAMPLE ONLY</b>						
Contact:	Ms. Ray Ann Johnson							
Position Description:	Shift Code	Fri - 09/05/03	Sat - 09/06/03	Sun - 09/07/03	Mon - 09/08/03	Tue - 3/23/99	Wed - 09/10/03	Thur - 3/25/99
Parking Facility	A 1 0:00 - 6:00 6.00	Demarco Steven 6.00	Kehoe Ronnie 6.00	Kehoe Ronnie 6.00	Demarco Steven 6.00	Demarco Steven 6.00	Demarco Steven 6.00	Demarco Steven 6.00
Parking Facility	B1 6:00 - 14:00 8.00	Warkocki Kenneth 8.00	Ferguson Charles 8.00	Ferguson Charles 8.00	Rios Rodolfo 8.00	Rios Rodolfo 8.00	Rios Rodolfo 8.00	Rios Rodolfo 8.00
Parking Facility	C1 14:00 - 22:00 8.00	Fresquez Erick 8.00	Fresquez Erick 8.00	Fresquez Erick 8.00	Ferguson Charles 8.00	Ferguson Charles 8.00	Ferguson Charles 8.00	Fresquez Erick 8.00
Parking Facility	D1 22:00 - 0:00 2.00	Kehoe Steven 2.00	Kehoe Steven 2.00	DeMarco Steven 2.00	Demarco Steven 2.00	Demarco Steven 2.00	Demarco Steven 2.00	Demarco Steven 2.00
Shift Total	24.00	24.00	24.00	24.00	24.00	24.00 24.00	24.00	
Actual Totals	168.00	24.00	24.00	168.00	168.00	168.00	168.00	168.00



## Value Added Services

We are extremely proud of the vast array of value-added services we have developed as part of our standard services over the years. Every company will talk to you about value-added services, but if you can't use them, then there isn't much value. Universal Protection Service, on the other hand, has focused on providing services that not only provide cost efficiencies and valuable services to you, but also your staff, constituents, patients and visitors. In some cases, we take a project from inception to completion, and in others we assist our clients in the execution of their own similar programs.

We value and invite related County employees and healthcare staff to our training sessions at no cost to you. To highlight a few of the standard programs:

- Fire/Life Safety Program – Training and Drills
- Client/Staff/Patient Seminars.
- Community Wellness Fairs on your or our behalf.
- Workplace Violence Programs.
- CPI Training by our in-house instructors.
- Electronic Solutions availability (systems planning, consultation and sales).
- As requested, participation in EOC, Risk and other committee meetings.
- Joint Commission Pre-Assessment projects.
- Facility and Hospital Training Exercises – Code Response Procedures, Etc.
- Threat of Terrorism.
- Personal Emergency Preparedness.
- Disaster Planning and Training.
- Managing Bomb Threats.
- Active Shooter Drills, Seminars and Table-Top Exercises.

We are always amiable to discuss the development of specialized programs based on your specific needs and requests.



## **Section 5**

## **History**



## History

**Statement of the firm's qualifications and experience, and the general approach which firm will adopt to establish an effective security operation in partnership with the County, including transitioning from another firm, if applicable. The firm shall have a minimum of ten (10) years of successful experience as a supplier of Security Officers and shall be licensed to do business in the state of California.**

### Qualifications

Universal is the largest American owned security service provider in the country and is the 3<sup>rd</sup> largest overall. We are largest employer of Security Officers in the State of California, as well as the **only** large security services firm headquartered in California, and are committed to our home state. We have earned Department of Homeland Security SAFETY Act (Support Anti-Terrorism by Fostering Effective Technologies Act) Certification. Although other firms hold this distinction today, we were certified early in the program, believing that the lengthy and intensive vetting by the Federal Government would not only make us better as a security service provider, but help to assure our customers shortly after the tragic events of 9/11. Today, we stand as the *only* security service provider who has earned this distinction not only for the provision of Security Officer Services, but also for our Emergency Preparedness services.

Universal Protection Service is cleared as a Qualified Vendor by the Transportation Security Administration (TSA) to aviation related security and screening programs, and our Port Security Officers are cleared through the TSA TWIC (Transportation Worker Identification Credential) program in support of and under the compliance of the Maritime Transportation Security Act (MTSA).

Our history in California Security runs deep. Our Chairman, Brian Cescolini, participated in the implementation of California's security guard training law (SB2880) passed in 2004, enhancing the training for all Security Officers in the state, and now a model for others states Officer training programs. In fact, our Universal University was the first Security Officer training program certified by the State under this law. Brian also has served on the Board of the California Association of Licensed Security Agencies, Guards and Associates (CALSAGA), and currently, our Vice President of Training and Development, Geoff Craighead, CPP, BSCP, serves as the association's Region V Co-Chair. Geoff is also a past President and Chairman of the Board for the American Society of Industrial Security. Both Brian and Geoff's biographies appear on Pages 55 and 56 of this proposal, respectively.

Founded in 1965, we exceed the requirement for having 10 years of experience as a successful supplier of Security Officers by a wide margin.

We have been recognized for our work at the local and National levels, and offer a few prime examples on the following page:



## Awards and Recognition

### National Top Workplace

In 2012, Universal Protection Service was recognized as a National Top Workplace. The list of National Top Workplaces aggregates results from across 30 Top Workplaces publishing partners to identify the best employers in the nation.

The list of National Top Workplaces is based on employee feedback from over 4,000 organizations surveyed with 1,000+ employees across the 30 regional Top Workplaces programs. This included survey responses from more than half a million employees. Universal was the only security and janitorial company to make the list.



“Regardless of the current economic conditions, the battle to attract and retain talent is the biggest challenge we face. To be considered as a top place to work by our employees is the biggest honor we can receive,” said Steve Jones, COO/Co-CEO of Universal Services of America. “Additionally, to be ranked in the top 30 out of 4,000 organizations surveyed nationally is proof that we are living our mission statement, and creating and cultivating partnerships with our employees.”

*The list is published by WorkplaceDynamics of Exton, PA. WorkplaceDynamics are experts in organizational health and conduct over 4,000 company surveys each year.*

<http://www.topworkplaces.com/frontend.php/national/standard>.

### Inc. Magazine’s Top Job Creator

Universal Services of America was recognized as the **top** job creator in America; an honor given to businesses that are adding jobs and rebuilding the economy. Among the company's 60,000 employees are thousands of veterans, recent immigrants, and people who were laid off during the economic downturn. Many of them came looking for any job they could get, but soon learned that Universal's owners take spotting and fostering talent seriously.



**Inc. Hire Power Awards**



Top 10 Security  
Companies



Top 10  
California  
Companies





Inc.

STARTUP

GROW

LEAD

INNOVATE

PEOPLE

MONEY

VIDEO

WATCH

Trep Life

HIRE POWER

Meet the Job Creators

Introducing the 2013 Hire Power Awards honorees. This impressive crop of companies are creating jobs--51,327 in 10 months, to be exact--and keeping the economy moving forward.

1.8K SHARES | [SHARE THIS LIST](#)

Top 100 Job Creators

Top In Industry

Top In State

Top By Company Size

RANK	COMPANY NAME	JOBS CREATED	EMPLOYEES	INDUSTRY	REVENUE RANGE	CITY	STATE
1	Universal Services of America	14240	35000	Security	\$500-\$1 billion	Santa Ana	CA
2	Veeva	1943	6496	Consumer Products & Services	100-500mm	Provo	UT
3	Heartland Dental Care	1759	4965	Business Products & Services	\$500-\$1 billion	Elkington	IL
4	Guaranteed Rate	1535	2754	Real Estate	\$500-\$1 billion	Chicago	IL
5	Wingspan Portfolio Advisors	1344	1704	Financial Services	\$50-\$100 million	Carrollton	TX
6	Strike	1236	2627	Energy	\$500-\$1 billion	The Woodlands	TX
7	Freedom Mortgage	1060	1987	Financial Services	Over \$1 billion	Mount Laurel	NJ
8	Urban Lending Solutions	1022	1564	Real Estate	100-500mm	Pittsburgh	PA
9	DMI	1009	1431	IT Services	100-500mm	Bethesda	MD
10	Pacific Dental Services	856	4298	Health	\$500-\$1 billion	Irvine	CA

Los Angeles & Orange  
County  
Best  
Place  
to  
Work:  
2009 –  
2014



Universal Protection Service is proud to be selected again as a “Best Place to Work” in Los Angeles and Orange County. This exciting initiative is directed by both the Los Angeles and Orange County Business Journals. The survey and recognition publication is dedicated to identifying and recognizing Los Angeles County’s and Orange County’s best employers. The “Best Places to Work” program is a county-wide program managed by Best Companies Group. Best Companies Group conducts a simple yet thorough company assessment. The assessment is a two-part process designed to gather detailed data about each participating company. In part one, the employer completes a questionnaire and in part two, employees of the company complete an employee survey.

*Best Companies Group identifies and recognizes great workplaces on national, state, regional and industry stages. For a complete list of programs or to learn more about additional services, please visit [www.BestCompaniesGroup.com](http://www.BestCompaniesGroup.com).*



Additional awards and recognition include:

- Ernst & Young Entrepreneur of the Year for Orange County – 2008
- Orange County Register Top Employer of the Year – 2008
- Service Provider of the Year – 2008
- Corporate Citizen of the Year Century City – 2008
- Best Large Company to Work For - (top 30) – 2012
- Fastest Growing Company in America - 2012

Universal not only constantly keeps ahead of the security industry on the environmental and technological levels, but also with our employees. We understand it is our staff members who are the cornerstone to our continued success and we view them as our most valuable assets.

**National Healthcare Security Experts in the Media**



In April of this year, a Forbes article on Healthcare Security Data Analytics quoted Rick Ward, National Director of our Healthcare Security Services Division and Ty Richmond, President of our Security Systems & Technology Division (Universal Protection Security Systems and THRIVE Intelligence). Rick and Ty were also identified as a pair of the “Top Voices in Healthcare Security”. Our in-house hospital security experts are often called upon to speak at national and regional healthcare industry events.



A month later, Mr. Ward was again tapped as a national leader on the Healthcare Security scene, this time to speak on a distinguished panel of healthcare security and safety experts to discuss Centers for Medicare and Medicaid Services (CMS) rules in dealing with violent patients and trending violence in the environment:



And again this year, Rick’s talents were requested by the Executive Editor of Campus Safety Magazine, where he accepted an appointment to preside as a Judge for the Campus Safety Director of the Year Award, which is a national honor given to one Hospital, School or University Security Director annually.



### Industry Organizations

As you can see, it has been a long standing philosophy of Universal Protection Service that we have to be more than just a security service provider. Partnering with our clients, supporting their causes, and being active in their communities from both a business and security industry standpoint, are critical to developing successful long-term client relationships. Universal Protection Service is a member of countless associations, and supports many of them with sponsorships, donations, and participation as officers and board members. In addition to a variety of Chambers of Commerce and local business, security and law enforcement organizations, here are some of the major associations we have been involved in for many years:

- **ASIS (American Society of Industrial Security)**



- BOMA (Building Owners & Managers Association)
- CAHED (Colorado Association of Hospital Directors and Engineers)
- CAI (Community Associations Institute)
- CALSAGA (California Association of Licensed Security Agencies, Guards and Associates)
- CREW (Commercial Real Estate Women)
- FBINAA (Federal Bureau of Investigation National Academy Associates)
- IACLEA- (The International Association of Campus Law Enforcement Administrators)
- IAHSS (International Association of Hospital Safety & Security)
- ICSC (International Council of Shopping Centers)
- IFMA (International Facilities Managers Association)
- IREM (International Real Estate Managers)
- LEAPS (Law Enforcement and Private Security)
- 

## Experience

Universal Protection Service is honored provide service to many hospitals in the public and private sectors, serves the Superior Court of the State of California in eight counties, seven of which are in Northern California, and provides services to airports and similar services to that of San Mateo County, such as the WIC (Women, Infants and Children) Program in Palmdale, California. Our current State of California Department of Consumer Affairs, Bureau of Security and Investigative Services (BSIS) Private Patrol Operator and Private Patrol Branch Licenses for our Corporate Office in Santa Ana and our Burlingame Branch appear on Page 24 of this proposal.

## General Approach

We are confident that the entirety of this document has served to illustrate Universal's general approach to services, those that are client centric, forward thinking and best illustrated by our Mission Statement:

**“We provide unmatched service and security solutions by creating and cultivating partnerships with our security professionals and clients”**

This proposal serves to address the goals and expectations of San Mateo County through a comprehensive plan that includes several elements:

1. A security program designed by our industry leading experts in each segment of security called for in the RFP. Members of this group come from the national, regional and local level, all in support of San Mateo County's Security Program.
2. A security staff selected through our proprietary “ProScreen” program that enables us to choose candidates with skill sets proven to be successful in the environments.
3. A training program, collectively called “Universal University” that also includes career development and a singular focus on customer service.
4. Management support that has been tested over time and confirmed through our ongoing relationships with our diverse and numerous Clients.



5. A quarterly business review process built around our KPI reporting. We will design a specific set of Key Performance Indicators via a **Quality Improvement Plan** for San Mateo County that we will constantly monitor and track through a variety of technological tools at our disposal.
6. Value added benefits and services that include:
  - a. Fire/Life Safety training & services
  - b. Continuity Planning
  - c. Technology
    - i. CyCop – a proprietary report and account management program that will be included as part of our standard service offering.
    - ii. Thrive Intelligence – State-of-the-Art camera technology that provides highly advanced video analytics and remote monitoring. Our technicians will survey your campuses with the goal of finding cost saving efficiencies that improve all levels of security with no obligation.
7. Finally, we propose a financial structure that is aggressive in cost, while at the same time ensuring we are capable of delivering everything we have committed to in our proposal.

Universal Protection Service has been excited to present our proposal for security services to San Mateo County. We are extremely confident that we possess the financial stability and critical knowledge to stand as the perfect partner to the County in this very important endeavor.

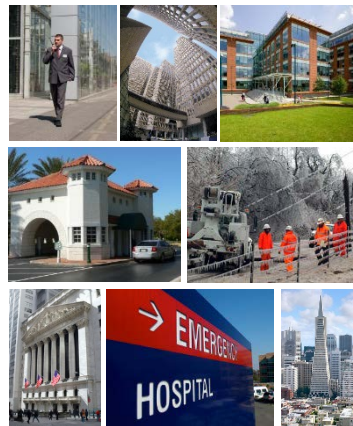
Universal offers teams of well-managed and specifically trained Security Officers, technology integration, consulting services and Fire/Life Safety expertise.

Our basis for growth and platform for success is a very basic concept: we strive to develop strong Client relationships and then nurture those relationships with unmatched customer service. The vision of the company founders was to create a service provider that would be recognized by its Clients, employees and peers as a company that sets the bar for service, innovation and customer satisfaction.

- **Size and Scope:** We are the largest privately held US security contractor, and the 3rd *largest US security company overall*, employing over 60,000 security professionals from over 200 offices across the US.
- **Financial Stability:** As a privately held entity owned by its working managers, Universal Protection Service offers the financial resources of a large company, with the benefits of a regional company. Our revenue for 2014 was in excess of \$1BB.
- **Client Base:** Bringing to San Mateo County a diverse set of best practices from our broad base of Client-Partners across numerous vertical markets to include:



- ✓ **Commercial Buildings**
- ✓ **Corporate Campuses**
- ✓ **Education**
- ✓ **Energy**
- ✓ **Government Services**
- ✓ **Healthcare**
- ✓ **High Tech / Bio Tech**
- ✓ **Manufacturing/ Distribution**
- ✓ **Pharmaceutical**
- ✓ **Residential & Gated Communities**
- ✓ **Retail**
- ✓ **Transportation and Ports**



- **Significance of San Mateo County:** As the security service provider to a number of governmental entities, we see and understand the critical importance of the civil infrastructure provided by the County and to the well-being of those in the areas served. The effects of the accomplishment of the County's mission reach well beyond its borders and into the rest of our Northern California communities. Universal Protection Service will provide an integrated security program featuring central management and standardization. We understand that our performance would be the bar by which we are measured; not only by the County, but any other future Clients in the area. As such, we will have a vested interest in ensuring that the San Mateo County Security Program is the benchmark of all others.
- **Capacity to manage your security program needs:** Universal's corporate headquarters in California supports our robust regional office in San Francisco, in turn supporting our Burlingame branch office and our other redundant Northern California branch offices. This structure will bring to the County a level of security service that has been unprecedented. For the Hospital and healthcare facilities, our Healthcare Division features over one-hundred hospital clients across the country for good reason: we understand the needs of healthcare facilities. If so honored to be awarded the security services contract for San Mateo County, the services and partnership we provide to your facilities will be instrumental in the continuation of the County's excellent reputation of providing the highest caliber leadership, protection and services. We are confident that you will find Universal Protection Service to be a company that is passionate for customer service and an organization that is always striving for new ways to improve and deliver more value to its clients.

### **Transitioning**

As described in depth on Page 63, Work Plan and Timelines, we have perfected the art of transitioning. Typically, we are capable of transitioning a program from another security service provider or from an in-house staff to our services in 30 days, including all activity involved to ensure that we are operating at 10% contract compliance one day one.

This task would start with coordination of the County and Universal management teams. As soon as we are awarded the service contract, we would work with the client to time the issuance of our Transition Newsletter (sample on Page 68) to the incumbent staff to coincide with the County issuing the



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Termination Letter to the outgoing service provider. This protects the County by ensuring that the staff is fully aware of the fact that there is going to be a change in service providers, so that:

- The staff do not have to operate in uncertainty, knowing that we want to discuss with them the possibility of continuing their service to the County under our employ. This helps to maintain the quality of service through the end of the current contract period.
- Reduces the opportunity for the outgoing provider to move their higher performers to other accounts that they are not losing, and replacing them with lower quality or untrained staff.
- Allows Universal to get commitments from the Officers that the County would like to see after the transition, providing also a picture of the staffing task ahead of our Recruiters.

Universal Protection Service firmly believes that the transition does not stop on the day we start services. By careful follow-up with the County through regular meetings and reporting, we will ensure 100% contract compliance and provide effective and creative modes of providing the best possible service while providing the best possible value. We understand that as a contractor entrusted by a governmental entity to provide such services, that we have an obligation to be good stewards of County resources and will be charged to effectively manage and safeguard the County's resources and people in our care.

## **EXHIBIT B**

### **PAYMENTS AND RATES**

In consideration of the services provided by Contractor described in Exhibits A and A-1 and subject to the terms of the Agreement, County shall pay Contractor based on the following fee schedule and terms:

#### **I. MINIMUM / MAXIMUM HOURLY RATES.**

- A. The site list (Exhibit B-2) reflects current staffing levels and may vary or change based on County security needs. This listing is intended to be illustrative and not immutable.
- B. All initial bill rates and subsequent adjustments must receive prior approval from County. Adjustments to bill rates may occur annually with an effective date of July 1<sup>st</sup>.

#### **II. OVERTIME.**

- A. No overtime shall be reimbursed under this Agreement unless it is expressly requested and authorized by County in advance. Additionally, no overtime shall be reimbursed for maintaining minimum coverage, as specified in Section III of Exhibit A, except as specifically approved by the County.
- B. Overtime shall be paid for Contractor's services on special security details as assigned in advance. Overtime Rates shall be as set forth in Exhibit B-1.
- C. County shall pay overtime only in those cases when approved, in advance, by County's Security Program Coordinator
- D. County authorized overtime shall be billed as separate line items on Contractor's regular invoice to County.
- E. All requests for additional coverage with more than 48 hours notice will be billed at straight time.

#### **III. HOLIDAY PAY.**

- A. The straight billing rate shall be applicable to Contractor's billing for all permanent Security Officers actually working a shift, and for all hours worked, on the following County holidays:
  - New Year's Day
  - Martin Luther King Day
  - Presidents Day
  - Memorial Day
  - Independence Day (4<sup>th</sup> of July)
  - Labor Day
  - Veterans Day
  - Thanksgiving Day
  - Day after Thanksgiving Day
  - Christmas Day
- B. Any change in paid holidays for County offices made by County during the term of this Agreement, shall be reviewed with Contractor at that time. If a holiday is added, a determination made as to whether the holiday change will be carried over to Contractor personnel. If a holiday is removed for County personnel, said removal will also be automatic for Contractor.
- C. Security Officers shall be required to work their regularly assigned shifts that fall on holidays, and will be paid at an hourly rate of time and one-half (1.5) for said holiday shifts at facilities



that are staffed seven (7) days per week. These hours will be billed as straight time to County since the additional cost to Contractor of paying time and one-half is included in the mark-up percentage.

D. Court Holidays. Security Officers assigned at the Hall of Justice will not be paid at the holiday rate for court holidays which are different from County holidays.

1. Schedule for Court holidays will apply for facilities that are solely occupied by County Courts. *(Holiday schedules slightly differ between County and Courts.)*

E. Contractor will not bill County for Holiday time that was not actually worked.

#### IV. **PART-TIME.**

Part-time Security Officers shall be paid in accordance with regular salary and overtime requirements, at the appropriate part-time schedule of hours.

#### V. **BENEFITS PACKAGE.**

A. Contractor is expected to provide a basic package of health and dental insurance for employees, comparable to security industry standards. Contractor shall submit a detailed copy of Life/Health/Dental Insurance Plans to the County when finalized with providers, but in any event no later than 60 days after commencement of this Agreement. Health insurance plan provided shall be equivalent to the Kaiser plan submitted with the proposal.

B. Security Officers shall be eligible for the package after ninety (90) days of continuous, full-time service.

C. Payment of Employee life insurance premiums or benefits other than basic health and dental insurance are the responsibility of the Contractor.

D. Health insurance equivalent to Kaiser, and other benefits identified in the Contractor's proposal are the Contractor's responsibility and have been included in the mark-up to determine the bill rate. No additional cost will be incurred by County.

E. Nothing in this section shall be construed to prohibit Contractor from offering employees other pre-existing company benefits programs provided by the Contractor and/or with matching employee contributions, outside of this Agreement and without County participation.

#### VI. **OTHER.**

A. All required training will be provided at no additional cost to County.

B. Twenty Seven (27) radios will be provided at no additional cost to County.

C. Cross-training (between sites) will be provided by Contractor as requested by County at no additional cost to County up to a ceiling of 320 hours per annum. Cross-training will not include training for relief officers. A summary of cross-training hours shall be submitted to County prior to County incurring cost.

D. Three Guard-tour systems will be provided to County by Contractor at no additional cost to County.

E. Contractor will provide pagers as needed to Security Officers working at the Human Service Agency facility at no additional cost to County.

## **VII. INVOICE / BILLING PROCEDURES.**

- A. Contractor will submit monthly invoices which shall initially be directed to the attention of:
- San Mateo County Sheriff's Office  
Fiscal Services Bureau  
400 County Center, 3<sup>rd</sup> Floor  
Redwood City, CA 94063
- B. County reserves the right to request alternate billing arrangements after the initial 90-day contract period.
- C. All invoices shall be divided by site name and location so that the County can log, track, and distribute invoices to the appropriate County department or agency responsible for payment.
- D. All special security detail or other special one-time invoices, whether on regular time, overtime, or some combination thereof, shall be broken out and billed on a separate invoice.
- E. Payments will be made within 30 days from the date of the applicable undisputed invoice.

## **VIII. ACCURACY & CHECKING OF INVOICES.**

- A. Contractor's payroll office and local branch Account Manager shall personally review all invoices for accuracy, and to resolve any billing or time reporting discrepancies. Contractor is responsible for ensuring that invoices are accurate and free from detectable errors. Examples of the latter include, but are not limited to, the following:
1. charging for days or hours not actually worked at a particular site;
  2. hours/charges assigned to wrong Officer or wrong site/invoice;
  3. charges for overtime which are a Contractor obligation and should be invoiced at regular pay;
  4. special detail charges intermingled with a regular worksite invoice and not broken out separately;
  5. merit pay increases included but without prior email notification to County as required;
  6. incorrect charging of holiday pay hours;
  7. charging of paid leave hours in excess of amount covered by County under the Agreement (e.g. three weeks of vacation charged when County pays for two only);
  8. charging of leave replacement personnel hours at overtime rate rather than contractually allowable regular pay rate; and
  9. Contractor must ensure that Contractor's payroll system is adequate to the task of providing the level of detail and payroll controls required by County.

## **IX. ESTIMATED CONTRACT COSTS.**

- A. Estimated contract costs are detailed in Exhibit B-2, which is provided for purposes of contract total Not-To-Exceed (NTE) computation and for County department budgeting purposes only. Actual costs excluding overtime may be less dependent upon hiring of incumbent Security Officers.

# EXHIBIT B-1

## CONTRACTOR'S HOURLY / BILLING RATES

### PAYMENT AND RATES

For Three Year Period 2/1/16-1/31/19

CLASSIFICATION	HOURLY OFFICER WAGE RATE	BILLING LEVEL	STRAIGHT BILLING RATE	PREMIUM BILLING RATE	EFFECTIVE DATE	STRAIGHT BILLING RATE YEAR 2	PREMIUM BILLING RATE YEAR 2	EFFECTIVE DATE YEAR 2	STRAIGHT BILLING RATE YEAR 3	PREMIUM BILLING RATE YEAR 3	EFFECTIVE DATE YEAR 3
SECURITY OFFICER 1	\$ 15.00	Level 1	\$ 22.73	\$ 34.09	02/01/16	\$ 22.88	\$ 34.31	02/01/17	\$ 23.10	\$ 34.65	2/1/2018
SECURITY OFFICER 2	\$ 15.25	Level 2	\$ 23.11	\$ 34.66	02/01/16	\$ 23.26	\$ 34.88	02/01/17	\$ 23.49	\$ 35.23	2/1/2018
SECURITY OFFICER 3	\$ 15.39	Level 3	\$ 23.32	\$ 34.98	02/01/16	\$ 23.47	\$ 35.20	02/01/17	\$ 23.70	\$ 35.55	2/1/2018
SECURITY OFFICER 4	\$ 15.44	Level 4	\$ 23.40	\$ 35.10	02/01/16	\$ 23.55	\$ 35.32	02/01/17	\$ 23.78	\$ 35.67	2/1/2018
SECURITY OFFICER 5	\$ 15.50	Level 5	\$ 23.49	\$ 35.23	02/01/16	\$ 23.64	\$ 35.46	02/01/17	\$ 23.87	\$ 35.81	2/1/2018
SECURITY OFFICER 6	\$ 16.00	Level 6	\$ 24.25	\$ 36.37	02/01/16	\$ 24.40	\$ 36.60	02/01/17	\$ 24.64	\$ 36.96	2/1/2018
SECURITY OFFICER 7	\$ 16.50	Level 7	\$ 25.00	\$ 37.50	02/01/16	\$ 25.16	\$ 37.74	02/01/17	\$ 25.41	\$ 38.12	2/1/2018
SECURITY OFFICER 8	\$ 16.80	Level 8	\$ 25.46	\$ 38.19	02/01/16	\$ 25.62	\$ 38.43	02/01/17	\$ 25.87	\$ 38.81	2/1/2018
SECURITY OFFICER 9	\$ 16.85	Level 9	\$ 25.53	\$ 38.30	02/01/16	\$ 25.70	\$ 38.54	02/01/17	\$ 25.95	\$ 38.92	2/1/2018
SECURITY OFFICER 10	\$ 16.94	Level 10	\$ 25.67	\$ 38.50	02/01/16	\$ 25.83	\$ 38.75	02/01/17	\$ 26.09	\$ 39.13	2/1/2018
SECURITY OFFICER 11	\$ 17.00	Level 11	\$ 25.76	\$ 38.64	02/01/16	\$ 25.93	\$ 38.89	02/01/17	\$ 26.18	\$ 39.27	2/1/2018
SECURITY OFFICER 12	\$ 17.50	Level 12	\$ 26.52	\$ 39.78	02/01/16	\$ 26.69	\$ 40.03	02/01/17	\$ 26.95	\$ 40.43	2/1/2018
SECURITY OFFICER 13	\$ 18.08	Level 13	\$ 27.36	\$ 41.04	02/01/16	\$ 27.57	\$ 41.36	02/01/17	\$ 27.84	\$ 41.76	2/1/2018
SECURITY OFFICER 14	\$ 19.00	Level 14	\$ 28.49	\$ 42.74	02/01/16	\$ 28.98	\$ 43.46	02/01/17	\$ 29.26	\$ 43.89	2/1/2018
SECURITY OFFICER 15	\$ 19.50	Level 15	\$ 29.24	\$ 43.86	02/01/16	\$ 29.74	\$ 44.61	02/01/17	\$ 30.03	\$ 45.05	2/1/2018
SECURITY OFFICER 16	\$ 20.00	Level 16	\$ 29.99	\$ 44.99	02/01/16	\$ 30.50	\$ 45.75	02/01/17	\$ 30.80	\$ 46.20	2/1/2018
SECURITY OFFICER 17	\$ 31.80	Level 17	\$ 42.10	SAL	02/01/16	\$ 42.61	SAL	02/01/17	\$ 43.24	SAL	2/1/2018

**EXHIBIT B-2**  
**ESTIMATED AGREEMENT COSTS BY YEAR**

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Address Location	Location	Segment	Position	Weekly Reg Hours	UPS Wage Rate as of 2/1/16	UPS OT/Hol Bill Rate as of 2/1/16	2/1/16 BILLING RATE	Total Weekly as of 2/1/16	FY2015-16 Projected (Annualized) 2/1/16-1/31/17	FY 2016-17 Projected 2/1/17-1/31/18	FY2017-18 Projected 2/1/18-1/31/19
400 County Center, Redwood City	Hall of Justice	Courts	Security Officer	40.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 909	\$ 47,278	\$ 47,580	\$ 48,048
400 County Center, Redwood City	Hall of Justice	Courts	Security Officer	40.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 909	\$ 47,278	\$ 47,580	\$ 48,048
400 County Center, Redwood City	Hall of Justice	Courts	Security Officer	40.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 909	\$ 47,278	\$ 47,580	\$ 48,048
400 County Center, Redwood City	Hall of Justice	Courts	Security Officer	40.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 909	\$ 47,278	\$ 47,580	\$ 48,048
400 County Center, Redwood City	Hall of Justice	Courts	Security Officer	40.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 909	\$ 47,278	\$ 47,580	\$ 48,048
400 County Center, Redwood City	Hall of Justice	Courts	Security Officer	40.0	\$ 15.50	\$ 35.24	\$ 23.49	\$ 940	\$ 48,859	\$ 49,166	\$ 49,650
400 County Center, Redwood City	Hall of Justice	Courts	Security Officer	40.0	\$ 15.50	\$ 35.24	\$ 23.49	\$ 940	\$ 48,859	\$ 49,166	\$ 49,650
400 County Center, Redwood City	Hall of Justice	Courts	Security Officer	40.0	\$ 16.00	\$ 36.38	\$ 24.25	\$ 970	\$ 50,440	\$ 50,752	\$ 51,251
400 County Center, Redwood City	Hall of Justice	Courts	Security Officer	40.0	\$ 19.50	\$ 43.86	\$ 29.24	\$ 1,170	\$ 60,819	\$ 61,854	\$ 62,462
400 County Center, Redwood City	Hall of Justice	Campus Safety	Security Officer - Part Time	25.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 568	\$ 29,549	\$ 29,738	\$ 30,030
400 County Center, Redwood City	Hall of Justice	Campus Safety	Security Officer - Part Time	25.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 568	\$ 29,549	\$ 29,738	\$ 30,030
400 County Center, Redwood City	Hall of Justice	Courts	Security Account Mgr Alloc.	4.5	\$ 31.80	\$ 63.15	\$ 42.10	\$ 191	\$ 9,926	\$ 10,046	\$ 10,195
<b>Hall of Justice Total</b>				<b>414.5</b>				<b>\$ 9,892</b>	<b>\$ 514,394</b>	<b>\$ 518,359</b>	<b>\$ 523,508</b>
1050 Mission Rd. South San Francisco	Northern Courts - SSF	Courts	Security Officer	40.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 909	\$ 47,278	\$ 47,580	\$ 48,048
1050 Mission Rd. South San Francisco	Northern Courts - SSF	Courts	Security Officer	40.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 909	\$ 47,278	\$ 47,580	\$ 48,048
1050 Mission Rd. South San Francisco	Northern Courts - SSF	Courts	Security Supervisor	40.0	\$ 15.50	\$ 35.24	\$ 23.49	\$ 940	\$ 48,859	\$ 49,166	\$ 49,650
1050 Mission Rd. South San Francisco	Northern Courts - SSF	Courts	Security Account Mgr Alloc.	1.3	\$ 31.80	\$ 63.15	\$ 42.10	\$ 56	\$ 2,905	\$ 2,940	\$ 2,984
<b>Northern Courts - SSF Total</b>				<b>121.3</b>				<b>\$ 2,814</b>	<b>\$ 146,321</b>	<b>\$ 147,266</b>	<b>\$ 148,729</b>
2222 Paul Scannell Drive, San Mateo	Youth Services Center	Courts	Security Officer	40.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 909	\$ 47,278	\$ 47,580	\$ 48,048
2222 Paul Scannell Drive, San Mateo	Youth Services Center	Courts	Security Officer	40.0	\$ 15.50	\$ 35.24	\$ 23.49	\$ 940	\$ 48,859	\$ 49,166	\$ 49,650
2222 Paul Scannell Drive, San Mateo	Youth Services Center	Courts	Security Supervisor	40.0	\$ 16.00	\$ 36.38	\$ 24.25	\$ 970	\$ 50,440	\$ 50,752	\$ 51,251
2222 Paul Scannell Drive, San Mateo	Youth Services Center	Courts	Security Account Mgr Alloc.	1.3	\$ 31.80	\$ 63.15	\$ 42.10	\$ 56	\$ 2,905	\$ 2,940	\$ 2,984
<b>Youth Services Center Total</b>				<b>121.3</b>				<b>\$ 2,875</b>	<b>\$ 149,483</b>	<b>\$ 150,438</b>	<b>\$ 151,933</b>
500 County Center, Redwood City	Traffic Court	Courts	Security Officer	40.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 909	\$ 47,278	\$ 47,580	\$ 48,048
500 County Center, Redwood City	Traffic Court	Courts	Security Officer	40.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 909	\$ 47,278	\$ 47,580	\$ 48,048
500 County Center, Redwood City	Traffic Court	Courts	Security Supervisor	40.0	\$ 16.50	\$ 37.50	\$ 25.00	\$ 1,000	\$ 52,000	\$ 52,338	\$ 52,853
500 County Center, Redwood City	Traffic Court	Courts	Security Account Mgr Alloc.	1.3	\$ 31.80	\$ 63.15	\$ 42.10	\$ 56	\$ 2,905	\$ 2,940	\$ 2,984
<b>Traffic Court Total</b>				<b>121.3</b>				<b>\$ 2,874</b>	<b>\$ 149,462</b>	<b>\$ 150,438</b>	<b>\$ 151,933</b>
1900 Coyote Point Dr., San Mateo	Coyote Point Marina	Marina	Security Officer - Part Time	20.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 455	\$ 23,639	\$ 23,790	\$ 24,024
1900 Coyote Point Dr., San Mateo	Coyote Point Marina	Marina	Security Officer - Part Time	15.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 341	\$ 17,729	\$ 17,843	\$ 18,018
1900 Coyote Point Dr., San Mateo	Coyote Point Marina	Marina	Security Account Mgr Alloc.	0.4	\$ 31.80	\$ 63.15	\$ 42.10	\$ 16	\$ 847	\$ 858	\$ 870
<b>Coyote Point Marina Total</b>				<b>35.4</b>				<b>\$ 812</b>	<b>\$ 42,216</b>	<b>\$ 42,490</b>	<b>\$ 42,912</b>
620 Airport Dr., San Carlos	San Carlos Airport	Airport	Security Officer	40.0	\$ 17.00	\$ 38.64	\$ 25.76	\$ 1,030	\$ 53,581	\$ 53,924	\$ 54,454
620 Airport Dr., San Carlos	San Carlos Airport	Airport	Security Officer	16.0	\$ 17.50	\$ 39.78	\$ 26.52	\$ 424	\$ 22,065	\$ 22,204	\$ 22,422
620 Airport Dr., San Carlos	San Carlos Airport	Airport	Security Account Mgr Alloc.	0.6	\$ 31.80	\$ 63.15	\$ 42.10	\$ 26	\$ 1,356	\$ 1,372	\$ 1,392
<b>San Carlos Airport Total</b>				<b>56.6</b>				<b>\$ 1,481</b>	<b>\$ 77,001</b>	<b>\$ 77,500</b>	<b>\$ 78,269</b>
271 92nd Street, Daly City	HSA No Regional Offices	Human Services	Security Officer	40.0	\$ 15.50	\$ 35.24	\$ 23.49	\$ 940	\$ 48,859	\$ 49,166	\$ 49,650
271 92nd Street, Daly City	HSA No Regional Offices	Human Services	Security Account Mgr Alloc.	0.4	\$ 31.80	\$ 63.15	\$ 42.10	\$ 19	\$ 968	\$ 980	\$ 995
<b>HSA No Regional Offices Total</b>				<b>40.4</b>				<b>\$ 958</b>	<b>\$ 49,828</b>	<b>\$ 50,146</b>	<b>\$ 50,644</b>
550 Quarry Road, San Carlos	HSA Central Regional Office	Human Services	Security Officer	40.0	\$ 16.00	\$ 36.38	\$ 24.25	\$ 970	\$ 50,440	\$ 50,752	\$ 51,251
550 Quarry Road, San Carlos	HSA Central Regional Office	Human Services	Security Officer	40.0	\$ 16.80	\$ 38.19	\$ 25.46	\$ 1,018	\$ 52,957	\$ 53,290	\$ 53,814
550 Quarry Road, San Carlos	HSA Central Regional Office	Human Services	Security Account Mgr Alloc.	0.9	\$ 31.80	\$ 63.15	\$ 42.10	\$ 37	\$ 1,937	\$ 1,960	\$ 1,989
<b>HSA Central Regional Office Total</b>				<b>80.9</b>				<b>\$ 2,026</b>	<b>\$ 105,334</b>	<b>\$ 106,002</b>	<b>\$ 107,054</b>
2500 Middlefield Road, Redwood City	HSA So Regional Office	Human Services	Security Officer	40.0	\$ 16.00	\$ -	\$ 24.25	\$ 970	\$ 50,440	\$ 50,752	\$ 51,251
2500 Middlefield Road, Redwood City	HSA So Regional Office	Human Services	Security Account Mgr Alloc.	0.4	\$ 31.80	\$ 34.10	\$ 42.10	\$ 19	\$ 968	\$ 980	\$ 995
<b>HSA So Regional Office Total</b>				<b>40.4</b>				<b>\$ 989</b>	<b>\$ 51,408</b>	<b>\$ 51,732</b>	<b>\$ 52,246</b>
400 Harbor Blvd., Belmont	Child Welfare Services	Human Services	Security Officer	40.0	\$ 15.00	\$ 34.10	\$ 22.73	\$ 909	\$ 47,278	\$ 47,580	\$ 48,048
400 Harbor Blvd., Belmont	Child Welfare Services	Human Services	Security Account Mgr Alloc.	0.4	\$ 31.80	\$ 63.15	\$ 42.10	\$ 19	\$ 968	\$ 980	\$ 995
<b>Child Welfare Services Total</b>				<b>40.4</b>				<b>\$ 928</b>	<b>\$ 48,247</b>	<b>\$ 48,560</b>	<b>\$ 49,043</b>





