

February 19th, 2009



State of West Virginia
Department of Administration – Purchasing Division
Building 15
2019 Washington Street, East
Charleston, WV 25305--0130

Dear Department of Administration – Purchasing Division:

All of us at **G4S Wackenhut Corporation** appreciate the opportunity to respond to your Request for Quotation (RFQ) PSC9042 for security services at the Public Service Commission's location in Charleston. It is important to note that our service proposal is based on the information requested in the RFQ and our experience in servicing similar operations.

We are confident that our service program can and, given the opportunity, will provide the **Public Service Commission** with a strong alternative to its current operation's composition. It is apparent from the RFQ that the **Public Service Commission** is looking for a firm that can provide a high caliber security team and not just the standard security guard that is offered by the contract security industry. Accordingly we want to highlight some of the areas of our proposal that we feel differentiate our service offering from our industry counterparts:

1. **Higher Caliber of Security Officers:** The industry takes a one guard fits all (customer needs) approach. In essence despite differing customer needs from one facility to another, the industry does nothing to elevate its hiring requirements to meet a customer's elevated need. At Wackenhut we employ a multi-tiered operating platform that allows us to match a customer's need to an employee (or applicant's) experience. In the case of the **Public Service Commission**, we will not be reinventing ourselves or hiring outside our "comfort zone" to provide personnel that will meet **Public Service Commission's** standards relative to officer experience and training. Rather we simply propose an elevated levels of service and one that has been a part of our operational approach for over 20 years:
 - a. **Upscale Security Officer (USO)**

2. **Training Resources:** Wackenhut employees are trained in orientation, in extended classroom training, and during on-the-job training as to their role at their customer's site. All of our training resources come from **Wackenhut Training Institute (WTI)**. WTI is our in-house training resource that is ISO certified and fully on line. It provides our field operations with hundreds training modules (video tapes, books, audio cassettes, learning programs and training bulletins). The training program we are proposing for the **Public Service Commission** calls for twenty (20) hours of classroom training prior to the



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officer starting an on the job training assignment on property. Also, please note that our officers will have First Aid, CPR and AED certifications prior to being assigned to the **Public Service Commission**. While the industry view training as an expense, we consider it be an investment that yields employee competency and customer satisfaction

Do you know that Wackenhut...

- ◆ ... is the only security company whose corporate university was selected twice (for five-year periods) to research, develop, and present training to the 650-member in-house guard force of the Smithsonian Institution at its facilities in Washington, D.C., and New York City.
- 3. **Employee Centric Focus:** Our employees are our most valuable asset. Without their buy in and performance we would not be able to provide the service that we do. Within our industry we are destination employer for security personnel of all capabilities, be it at the officer or management team level. Our retention of employees in Charleston, approaching 70%, is a testament to our focus on our employees.
- 4. **Safety Focus:** In an environment such as the **Public Service Commission's** considerable emphasis is place on safety. Our safety program provides a tangible added value to our officers and customers. We make safety a priority and a daily basis. In our proposal we will illustrate the program and provide ideas that we feel will increase the officer and your workforce's awareness of how important safety is at the **Public Service Commission**.

We invite you to do an "apples to apples" comparison relative to training, quality assurance, wages and benefits. We firmly believe that we serve two customers: our internal one being our employees and our external service partners. Despite our complete service offering, we believe our costs are in line with the current market conditions.

It is our goal with this proposal that we prove and demonstrate our ability to do the following:

- ◆ ***Provide a higher caliber of security professional with our vetting process***
- ◆ ***Provide a higher standard of employment with respect to officer qualification, experience and training***
 - ***Upscale Security Officer (USO)***
- ◆ ***Provide a "second to none" customer service offering at an affordable price***



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The cornerstone of *TWC's* success is rooted in our belief that ***'our customer is served best when our officers are served first'***. To achieve this goal, we have established a strong management infrastructure comprised of a dedicated team that truly understands the need to be supportive of our officers' needs.

All, all of us at *TWC* understand the importance of the decision you are about to make in choosing a service partner. We hope that the material presented demonstrates our commitment to supporting our security professionals so that we can better service the facilities referenced in this initiative.

Also, please consider this our acceptance of the Scope of Work detailed in the Request for Quotation. We take nothing for granted and assume nothing, however should the **Public Service Commission** wish to utilize our services we would like the opportunity to negotiate a mutually acceptable contract or agreement prior to the commencement of services.

Please let us know how we may be of further assistance. Your consideration of **G4S Wackenhut Corporation** is greatly appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read 'Marv Jose'.

Marv Jose
General Manager

A handwritten signature in black ink, appearing to read 'Todd Ashby'.

Todd Ashby
Director, Business Development
North Central Region

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THE PUBLIC SERVICE COMMISSION OF WEST VIRGINIA...

**...THANK YOU FOR YOUR
CONSIDERATION!!!**

REQUEST FOR QUOTATION - COMPLETE

RFQ Document:

Please find the Request for Quotation documents completed and inserted on the following pages:



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

**Request for
 Quotation**

RFO NUMBER
PSC9042

PAGE
2

ADDRESS CORRESPONDENCE TO ATTENTION OF:
FRANK WHITTAKER 304-558-2316

SHIP TO

*709062644 02 919-463-9190
 WACKENHUT CORPORATION
 2501 AERIAL CENTER PKWY #215
 MORRISVILLE NC 27560

SHIP TO

PUBLIC SERVICE COMMISSION
 OF WEST VIRGINIA
 201 BROOKS STREET
 CHARLESTON, WV
 25301 340-0323

DATE PRINTED 02/03/2009	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
BID OPENING DATE: 02/19/2009 BID OPENING TIME 01:30PM				

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICES SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. IT IS UNDERSTOOD AND AGREED THAT THE CONTRACT SHALL COVER THE HOURS ACTUALLY WORKED DURING THE TERM OF THE CONTRACT, WHETHER MORE OR LESS THAN THE QUANTITIES SHOWN.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THIS CONTRACT IS AUTOMATICALLY NULL AND VOID, AND IS TERMINATED WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

JRG	<i>Maura L. G...</i>	TELEPHONE 304.727.4608	DATE 02/18/09
TITLE General Manager	FEIN 59-0657245	ADDRESS CHANGES TO BE NOTED ABOVE	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

**GENERAL TERMS & CONDITIONS
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)**

1. Awards will be made in the best interest of the State of West Virginia.
2. The State may accept or reject in part, or in whole, any bid.
3. All quotations are governed by the *West Virginia Code* and the *Legislative Rules* of the Purchasing Division.
4. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125 fee.
5. All services performed or goods delivered under State Purchase Order/Contracts are to be continued for the term of the Purchase Order/Contracts, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30.
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract.
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, this Contract may be deemed null and void, and terminated without further order.
14. **HIPAA BUSINESS ASSOCIATE ADDENDUM:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Cover Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
15. **WEST VIRGINIA ALCOHOL & DRUG-FREE WORKPLACE ACT:** If this Contract constitutes a public improvement construction contract as set forth in Article 1D, Chapter 21 of the West Virginia Code ("The West Virginia Alcohol and Drug-Free Workplace Act"), then the following language shall hereby become part of this Contract: "The contractor and its subcontractors shall implement and maintain a written drug-free workplace policy in compliance with the West Virginia Alcohol and Drug-Free Workplace Act, as set forth in Article 1D, Chapter 21 of the West Virginia Code. The contractor and its subcontractors shall provide a sworn statement in writing, under the penalties of perjury, that they maintain a valid drug-free work place policy in compliance with the West Virginia Alcohol and Drug-Free Workplace Act. It is understood and agreed that this Contract shall be cancelled by the awarding authority if the Contractor: 1) Fails to implement its drug-free workplace policy; 2) Fails to provide information regarding implementation of the contractor's drug-free workplace policy at the request of the public authority; or 3) Provides to the public authority false information regarding the contractor's drug-free workplace policy."

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division.
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in case of discrepancy.
5. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications: Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130, Charleston, WV 25305-0130



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

**Request for
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VENDOR

*709062644 02 919-463-9190
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 CHARLESTON, WV
 25301 340-0323

DATE PRINTED 02/03/2009	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
----------------------------	---------------	----------	--------	---------------

BID OPENING DATE: 02/19/2009 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>A SIGNED BID MUST BE SUBMITTED TO:</p> <p>DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130</p> <p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER: 44</p> <p>RFQ. NO.: PSC9042</p> <p>BID OPENING DATE: 02/19/2009</p> <p>BID OPENING TIME: 1:30</p> <p>PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID:</p> <p>-----304.727.4198-----</p> <p>CONTACT PERSON (PLEASE PRINT CLEARLY):</p> <p>-----Marvin Jose-----</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

URG	<i>Marvin Jose</i>	TELEPHONE	304.727.4608	DATE	02/18/09
TITLE	General Manager	FERN	59-0857245	ADDRESS CHANGES TO BE NOTED ABOVE	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

Request for Quotation

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DATE PRINTED 02/03/2009	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
BID OPENING DATE: 02/19/2009		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
***** THIS IS THE END OF RFQ PSC9042 ***** TOTAL:						\$940.40/week x 52 weeks = \$48,900.80/year Day: \$11.59/hour PM: \$11.92/hour

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: <i>Mark L. G...</i>		TELEPHONE 304.727.4608	DATE 02/18/09
TITLE General Manager	FEIN 59-0857245	ADDRESS CHANGES TO BE NOTED ABOVE	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

REQUEST FOR QUOTATIONS

PUBLIC SERVICE COMMISSION OF WEST VIRGINIA

The Public Service Commission of West Virginia (Commission) is seeking bids for guard and security services to be provided at the Commission's Office at 201 Brooks Street, Charleston, West Virginia. The facility is a three story brick building with approximately 190 rooms and offices and is open to the public from 8:00 am to 5:00 pm, Monday through Friday. Besides housing the Commission's Staff, the building is host to a number of public hearings held through the year attended by Commission Staff, utility representatives, utility customers, the media and the general public. Included on the premises is a parking lot and parking building. Currently, guard stations are located just inside the main doors of the facility (main station for normal work hours) and at the rear entrance (secondary stations for after hours). Historically, security guards have been on the premises from 7:30 am to 11:30 pm, Monday through Friday. This time frame permits opening the building to incoming staff and securing the building after janitorial staff have left. Guard and security services have been contracted at this facility for over 13 years. The vendor would have to be flexible in working with the Commission with the addition of a new building adjacent to the main building. The security guard(s) would be required to "walk through" the parking garage at times and, even though there is no guard station in the new building, the guard would be expected to let people into the new building as needed and assist in watching over the access and use of this facility. After the bid has been awarded the vendor must be able to work out changes in hours, staffing, etc. with the Commission as needs arise.

Guard and Security Services

1. Vendor shall furnish labor, uniforms, materials and equipment for security guard services to:
 - a. Uphold all state, county, municipal and federal laws;
 - b. Assist law enforcement agencies in and during the execution of their duties;
 - c. Uphold and enforce the rules governing the access, egress and use of state facilities.
 - d. Report directly to Public Service Commission of WV at 201 Brooks Street, Charleston, WV.

2. Compensation - Services under this contract will be under the general classification of pedestrian control, vehicular control, area security, building security, and visitor/employee protection.

The spending unit shall pay for security guard services in accordance with the hourly rate quoted. The vendor will be responsible for paying any and all insurances, taxes, and other unnamed costs which may arise concerning the guards.

3. Standard Work Week - Standard work week shall consist of five consecutive days, beginning at 7:30 a.m. Monday and ending at 11:30 p.m. on Friday. The agency uses two (2) guards working the following time/shift: day shift is 7:30 am to 3:30 pm and the evening shift is 3:30 pm to 11:30 pm. Services may be required anytime, including nights and weekends. Unless specifically requested, guards shall work no more than forty hours during the week. Vendor shall be paid in accordance with the hourly rates as quoted. The only exceptions include overtime/holiday pay.

Pay:

4. Vendor will be responsible for paying any and all insurances, taxes, and other unnamed costs which may arise concerning the guards.
5. Services may be required on any and all state recognized holidays.
6. Travel - Vendor and/or guards will be responsible for their own transportation and parking. Travel Expenses incurred by the Vendor or the Vendor's Employees when reporting to and from assignments will not be paid. If an assignment specifically calls for travel such expenses will be reimbursed in accordance with state travel management regulations.
7. Fee Adjustments - An increase in the quoted hourly rate will be considered only if the federal minimum wage rate increases during the life of the new contract. The adjustment will be based on the actual dollar amount of the increase, not a percentage. Any request for an increase must be submitted before the effective date of the increase. The State of WV may either accept the increase and amend the contract accordingly, or cancel the contract.
8. Time Cards (Weekly Time Reporting) - Vendor shall supply all guards with time cards. Hours worked will be signed on a daily or weekly basis by a security coordinator or designee by the spending unit.

Conduct and Management:

9. Without limiting the responsibility of the vendor, guards will be guided by rules agreed upon between the parties and such other special written instructions applicable to the

- service as may be issued from time to time.
10. While on assignment, all guards will remain employees of the vendor. The vendor shall make this condition clearly known to the guards and shall be responsible for their conduct and management. The State of WV shall in no way be considered a co-employer.
 11. If a replacement is requested within the first two hours of a guard's initial work day, there will be no charge to the spending unit for the services provided by the guard being replaced.
 12. Spending Unit shall not reward, reassign, grant leave to, discipline, or discharge the vendor's employees. If a security guard displays improper work conduct, unsatisfactory performance, or is deemed to be unqualified to perform a particular assignment, the spending unit may request a replacement guard from the vendor.
 13. Guards - Vendor shall provide guards who are neat in appearance, conscientious of personal hygiene, mannerly, and who are able to relate to and successfully interact with the general public.
 14. Field Supervision - Without limiting the responsibility of the vendor for the proper management and supervision of the guards, the spending unit may require the vendor to furnish an on-site manager to provide sufficient field supervision of other guards and to make periodic reports to the spending unit. The hourly rate for the on-site manager shall be identical to that paid regular guard service.
 15. Trainee Guards - Trainee guards may be used, but must be accompanied by a fully trained and qualified guard who is familiar with the post. On the job training for new security guards must consist of no less than sixteen hours. There will be no charge to the spending unit for services provided by trainee guards.
 16. Meals/Breaks - Meals and necessary breaks shall be taken while on duty and while maintaining reasonable and diligent observation of the post. Meals and breaks will be treated as billable time. Prior to the commencement of an assignment, it is the responsibility of the vendor to discuss meals and breaks with the spending unit, and to determine if and when they may be taken.
 17. Uniforms - Uniforms shall include badges and patches, overcoats, raincoats, hats, flashlights and any other equipment necessary to properly execute security guard services.
 18. Drug Free Work Place - Vendor must advise the guards that they will be working in a drug free work place.
 19. Law Enforcement - The vendor shall pursue and maintain a close liaison with city, county, state and federal law enforcement officials at all times in conformity with good

public policy.

20. Indemnification - The State of WV shall not be responsible for any claim for injuries, including death, to the vendor, the vendor's agents, employees, guards, or third person, occurring on state property and the vendor agrees to indemnify and save the State of WV and its officials harmless from any and all such claims arising from the use of the State property and operations of the vendor thereof pursuant to this contract.
21. Special Events - Additional security guards will be made available at the request of the spending unit for emergencies or special events. The hourly rates for additional guards will be identical to that of regular guards.
22. Ethics in Public Contracting - The Vendor shall certify that the contract is made without collusion or fraud, and that the vendor has not offered or received any kickbacks or inducements from any other vendor or subcontractor in connection with the contract, and that the vendor has not conferred on any public employee having official responsibility for this procurement any payment, loan, subscription, advance, deposit of money, services or anything more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.
23. Immigration Reform and Control Act of 1986 - Vendor has not and will not during the performance of the contract employ illegal alien workers or otherwise violate the provisions of the Federal Immigration Reform and Control Act of 1986.
24. Equal Employment Opportunity - Vendor must be an equal opportunity employer, and shall take all employment actions without regard to an individual's race, color, national origin, ancestry, sex, religion, age, physical handicap, or political affiliation.
25. License Requirements - Vendor shall be required to provide a valid certification of registration with the Secretary of State's Office as a security company authorized to provide security services in the State of West Virginia.

Pricing Sheet

Security Guard - Normal Work hours

Day Shift \$ 11.59 per hour x 40 hours = \$ 463.60/week

Evening Shift \$ 11.92 per hour x 40 hours = \$ 476.80/week

Security Guard - Overtime

Day Shift \$ 16.23 per hour x 2 hours = \$ 32.46

Evening shift \$ 16.69 per hour x 2 hours = \$ 33.38

Total: \$ 1006.24

Quantities listed above represent estimates for bidding purposes only.

Wages:

Day: \$8.25/hour

PM: \$8.50/hour

Rev. 09/08

State of West Virginia VENDOR PREFERENCE CERTIFICATE


Certification and application* is hereby made for Preference in accordance with *West Virginia Code, §5A-3-37* (Does not apply to construction contracts). *West Virginia Code, §5A-3-37*, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the *West Virginia Code*. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Resident Vendor Preference if applicable.

1. Application is made for 2.5% resident vendor preference for the reason checked:
 Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,
 Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,
 Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,
2. Application is made for 2.5% resident vendor preference for the reason checked:
 Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
3. Application is made for 2.5% resident vendor preference for the reason checked:
 Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
4. Application is made for 5% resident vendor preference for the reason checked:
 Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,
5. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:
 Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,
6. Application is made for 3.5% resident vendor preference who is a veteran for the reason checked:
 Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Under penalty of law for false swearing (*West Virginia Code, §61-5-3*), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: G4S Wackenhut Signed: 
 Date: 02/18/09 Title: General Manager

*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.

RFQ No. PSC9042

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

VENDOR OWING A DEBT TO THE STATE:

West Virginia Code §5A-3-10a provides that: No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owed is an amount greater than one thousand dollars in the aggregate

PUBLIC IMPROVEMENT CONTRACTS & DRUG-FREE WORKPLACE ACT:

If this is a solicitation for a public improvement construction contract, the vendor, by its signature below, affirms that it has a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the *West Virginia Code*. The vendor **must** make said affirmation with its bid submission. Further, public improvement construction contract may not be awarded to a vendor who does not have a written plan for a drug-free workplace policy in compliance with Article 1D, Chapter 21 of the *West Virginia Code* and who has not submitted that plan to the appropriate contracting authority in timely fashion. For a vendor who is a subcontractor, compliance with Section 5, Article 1D, Chapter 21 of the *West Virginia Code* may take place before their work on the public improvement is begun.

ANTITRUST:

In submitting a bid to any agency for the state of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the state of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the state of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the state of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.

I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership or person or entity submitting a bid for the same materials, supplies, equipment or services and is in all respects fair and without collusion or fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

LICENSING:

Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agencies or political subdivision. Furthermore, the vendor must provide all necessary releases to obtain information to enable the Director or spending unit to verify that the vendor is licensed and in good standing with the above entities.

CONFIDENTIALITY:

The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>.

Under penalty of law for false swearing (*West Virginia Code* §61-5-3), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated

Vendor's Name: G4S Wachenhut

Authorized Signature:  Date: 02/18/09

SCOPE OF SERVICE UNDERSTANDING

SCOPE

Our local G4S Wackenhut Management Team located in Charleston, WV has read the scope services and is pleased to agree to perform all aspects of it. Corresponding to items 1 to 25 found in the "Guard and Security Services" section of the RFQ we offer the following:

1) Vendor shall furnish...

G4S Wackenhut has read, understands and agrees to comply

2) Compensation...

G4S Wackenhut has read, understands and agrees to comply

3) Standard Work Week....

G4S Wackenhut has read, understands and agrees to comply.

4) Pay....

G4S Wackenhut has read, understands and agrees to comply.

5) Holidays....

G4S Wackenhut has read, understands and agrees to comply

6) Travel.....

G4S Wackenhut has read, understands and agrees to comply

7) Fee Adjustments....

G4S Wackenhut has read, understands and agrees to comply

8) Time Cards (Weekly Time Reporting)...

G4S Wackenhut has read, understands and agrees to comply.

9) Conduct & Management...

G4S Wackenhut has read, understands and agrees to comply.

10) Employees of Vendor...

G4S Wackenhut has read, understands and agrees to comply.

11) Two Hours Replacement....

G4S Wackenhut has read, understands and agrees to comply.

12) Spending Unit Assignment...

G4S Wackenhut has read, understands and agrees to comply

13) Guards Appearance...

G4S Wackenhut has read, understands and agrees to comply

14) Field Supervision...

G4S Wackenhut has read, understands and agrees to comply

15) Trainee Guards...

G4S Wackenhut has read, understands and agrees to comply.

16) Meals / Breaks....

G4S Wackenhut has read, understands and agrees to comply.

17) Uniforms...

G4S Wackenhut has read, understands and agrees to comply.

18) Drug Free Work Place...

G4S Wackenhut has read, understands and agrees to comply

19) Law Enforcement....

G4S Wackenhut has read, understands and agrees to comply

20) Indemnification...

G4S Wackenhut has read, understands and agrees to comply

21) Special Events...

G4S Wackenhut has read, understands and agrees to comply.

22) Ethics in Public Contracting....

G4S Wackenhut has read, understands and agrees to comply.

23) Immigration Reform & Control Act of 1986...

G4S Wackenhut has read, understands and agrees to comply

24) Equal Employment Opportunity...

G4S Wackenhut has read, understands and agrees to comply

25) License Requirements....

G4S Wackenhut has read, understands and agrees to comply

CERTIFICATE OF INSURANCE

Please find our sample certificate of insurance on the following page. Please note that the actual certificate evidencing the contractually required and mutually agree upon coverages and limits would be presented prior to the start of services.

ACORD CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/01/2008

PRODUCER
Aon Risk Services, Inc of Florida
1001 Brickell Bay Drive
Suite 1100
Miami FL 33131 USA

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

PHONE - (866) 283-7122 FAX - (847) 953-5390

INSURED
The Wackenhut Corporation
4200 Wackenhut Drive
Suite 100
Palm Beach Gardens FL 33410 USA

INSURERS AFFORDING COVERAGE		NAIC #
INSURER A:	American Home Assurance Co.	19380
INSURER B:	National Union Fire Ins Co of Pittsburgh	19445
INSURER C:	New Hampshire Ins Co	23841
INSURER D:	Illinois National Insurance Co	23817
INSURER E:	Insurance Company of the State of PA	19429

COVERAGES SIR May Apply

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE AS REQUESTED

INSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE(MMDDYY)	POLICY EXPIRATION DATE(MMDDYY)	LIMITS	
B		GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input checked="" type="checkbox"/> OCCUR <hr/> GEN L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	GL1871993 General Liability (TWC)	10/02/08	10/02/09	EACH OCCURRENCE	\$1,000,000
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000
						MED EXP (Any one person)	Excluded
						PERSONAL & ADV INJURY	\$1,000,000
						GENERAL AGGREGATE	\$1,000,000
						PRODUCTS - COMP/OP AGG	\$1,000,000
B		AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON OWNED AUTOS	CA6079126 Automobile - VA (TWC)	10/02/08	10/02/09	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000
B			CA6079125 Automobile - MA (TWC)	10/02/08	10/02/09	BODILY INJURY (Per person)	
A			CA6079124 Automobile - AOS (TWC)	10/02/08	10/02/09	BODILY INJURY (Per accident)	
						PROPERTY DAMAGE (Per accident)	
		GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT	
						OTHER THAN AUTO ONLY: EA ACC AGG	
		EXCESS /UMBRELLA LIABILITY <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <hr/> <input type="checkbox"/> DEDUCTIBLE <input type="checkbox"/> RETENTION				EACH OCCURRENCE	
						AGGREGATE	
C		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY WC - All other States (TWC)	WC4800734	10/02/08	10/02/09	<input checked="" type="checkbox"/> WC STATUTORY LIMITS	OTHER
D		ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below	WC4800740 WC - WI (TWC)	10/02/08	10/02/09	E.L. EACH ACCIDENT	\$1,000,000
D			WC4800736 WC - FL (TWC)	10/02/08	10/02/09	E.L. DISEASE-EA EMPLOYEE	\$1,000,000
						E.L. DISEASE-POLICY LIMIT	\$1,000,000
		OTHER					

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS
Evidence of Insurance

CERTIFICATE HOLDER	CANCELLATION
Evidence of Insurance ***** ***** FL 99999 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. AUTHORIZED REPRESENTATIVE <i>Aon Risk Services Inc of Florida</i>

Holder Identifier : 570030748663 Certificate No : 570030748663

Attachment to ACORD Certificate for The wackenhut Corporation

The terms, conditions and provisions noted below are hereby attached to the captioned certificate as additional description of the coverage afforded by the insurer(s). This attachment does not contain all terms, conditions, coverages or exclusions contained in the policy

INSURED

The wackenhut Corporation
 4200 Wackenhut Drive
 Suite 100
 Palm Beach Gardens FL 33410 USA

INSURER
INSURER
INSURER
INSURER
INSURER

ADDITIONAL POLICIES

If a policy below does not include limit information, refer to the corresponding policy on the ACORD certificate form for policy limits.

INSR ITR	ADD L INSRD	TYPE OF INSURANCE	POLICY NUMBER POLICY DESCRIPTION	POLICY EFFECTIVE DATE	POLICY EXPIRATION DATE	LIMITS	
		WORKERS COMPENSATION					
A			WC4800735 WC - CA (TWC)	10/02/08	10/02/09		
B			WC4800738 WC - OR (TWC)	10/02/08	10/02/09		
E			WC4800737 WC - MA (TWC)	10/02/08	10/02/09		

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

COMPANY QUALIFICATIONS

Company History: 55 Years of Customer Satisfaction

G4S Wackenhut was founded in 1954 by George R. G4S Wackenhut. From its inception, G4S Wackenhut has focused on providing the best protection of people and property in the industry. Our 55-year history of customer satisfaction has earned G4S Wackenhut a reputation as the premier protective services organization.

Throughout its history, G4S Wackenhut has been at the forefront of the security industry and has attracted the attention of the financial markets due to its consistent pattern of growth. Annual revenues in 2008 were approximately US\$1.91 billion, an increase of 7.8% over 2007. G4S Wackenhut shares began trading publicly in 1966, with over-the-counter stock sales. The company joined the American Stock Exchange in 1967 and moved to the New York Stock Exchange at the end of 1980 (NYSE: WAK & WAKB). In May 2002, G4S Wackenhut became an indirect, wholly-owned subsidiary of Group 4 Falck A/S, the second largest global security service provider. In July 2004, Group 4 Falck A/S merged with Securicor plc to establish a global organization with unmatched geographic coverage. The new company, Group 4 Securicor, is based in the United Kingdom and traded on the London and Copenhagen stock exchanges.



G4S Wackenhut employs approximately 40,000 full-time and part-time employees, and provides security services throughout a network of over 110 offices within the U.S. As a member of the Group 4 Securicor family of companies, our global capabilities extend to over 100 countries on six continents.

Nurturing long-term customer relationships and growing with our customers has been the key to our long-term financial stability and continued growth. In addition, our National Account Program, Quality Programs department and the G4S Wackenhut Training Institute (WTI) are essential to G4S Wackenhut's premier services and customer satisfaction.

Grahame Gibson is the president and chief executive officer of G4S Wackenhut and, as such, is responsible for G4S Wackenhut operations nationwide. Mr. Gibson is also a member of the Group 4 Securicor Executive Management Board and serves as Group chief operating officer.

While many other security companies talk the talk of high quality and customer service, we have found that by simply listening and responding to our customers' needs and pursuing standards of excellence, we continue to set the benchmark for these much talked about traits.

G4S Wackenhut Mission Statement & Core Competencies

G4S Wackenhut will become the dominant provider of a broad array of security and safety services in each of the markets in which we compete. Our objective is to become recognized as a uniquely qualified, superior performing, customer-driven provider of choice.

Operating Goals:

- ◆ Conduct all Corporate relationships according to the highest moral and ethical standards;
- ◆ Attract and retain a skilled workforce by adhering to a stringent recruitment policy;
- ◆ Increase the productivity and professionalism of personnel at all levels within the organization, by emphasizing sound initial and ongoing training;
- ◆ Respect the dignity, rights and contributions of our employees;
- ◆ Seek long term relationships with our customers, based upon quality of service & productivity improvement, not lowest price;
- ◆ Continue to improve the mechanism for identifying and satisfying customer needs through our Quality WorksSM program, and;
- ◆ Continue to improve the quality of Corporate services, to internal as well as external customers.

Corporate Pledge:

We pledge our undivided attention to building and strengthening the partnerships on which our business is based: partnerships with our employees, whose dedication has built the company; partnerships with the financial markets, whose investments have provided the capital for growth; and partnerships with our customers, whose loyalty has brought longevity and success.

Core Values:

- ◆ **Customer Focus** – We are a customer focused organization. We recognize that our success begins and ends with satisfied customers. We recognize two types of customers, internal and external. Internally, we are each other's customers. We serve each other well so that we can provide service excellence to our external customer.
- ◆ **Partnership** - We are partners with our customers. We seek open, honest, mutually beneficial, and long term business relationships.
- ◆ **Professionalism** - We are a low profile company, one that provides the highest service with integrity. Our quality selected and continuously trained and educated personnel manifest outstanding leadership, teamwork, and overall commitment to excellence
- ◆ **Innovation and Versatility** – We pioneer in specialized areas not explored by the industry, trying new flexible concepts, and solutions to present problems.
- ◆ **Employees** – We are a labor-intensive organization. Our product is people. We value the integrity, quality, professional performance, and overall commitment to excellence present in our employee population. We recognize that such attributes are essential to our mission and vision, and realize that these attributes must be developed and nurtured.
- ◆ **Benchmarking** – Our success must be submitted to objective measurement. We must benchmark our processes against the best of the best, regardless of industry.
- ◆ **Safety** – We seek to provide safe and secure work environments for our customers and our employees.

Core Competencies:

G4S Wackenhut's core competencies consist of the following services:

- ◆ Physical Security
- ◆ Consulting
- ◆ Investigations
- ◆ Employee Background Verifications
- ◆ Emergency Services
- ◆ Executive Protection
- ◆ Risk Assessments
- ◆ Continuity Planning



Account Management:

Security Services Division: Defining Customer Service

The Security Services Division is a major business unit of the corporation and is the division responsible for the implementation of commercial security service contracts. The cornerstone of the Security Services Division is the well-established network of distinct operating units within the U.S.

G4S Wackenhut has staffed these offices (regional, area, district, project, branch and satellite offices) with highly qualified security professionals trained to respond to a myriad of security needs and requirements. These requirements can range from the configuration of a relatively simple physical security plan to emergency and contingency planning, special events staffing, and complex, industry-specific requirements. Regardless of the specific needs of each customer, our organizational structure provides for increasing levels of management involvement as necessary to satisfy contractual requirements.

Regional Operations

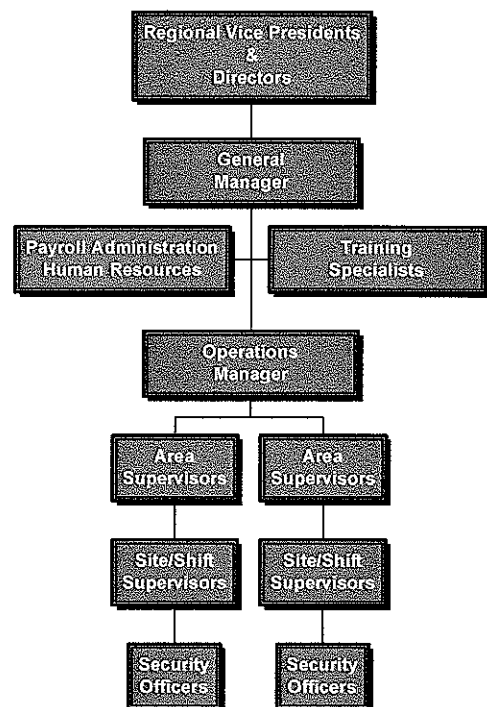
The Security Services Division has implemented a regional management structure that assigns multiple area offices in a geographic area to a regional vice president or director. The regional management team is responsible for the supervision of area office operations in their region and the dissemination of corporate policies and procedures throughout all levels of the organization.

Area Office Operations

The general manager at each local area office is ultimately responsible for the delivery and management of all security services within his/her geographic boundary. At the local level, the general manager has been authorized to commit the security force resources necessary to satisfy contract requirements, conduct all required customer interface/inspections, and is expected to maintain the highest standards of quality. Corporate policy dictates that each area office follow standardized procedures in regard to recruitment, screening, hiring, uniforming, quality, payroll, training, and administrative functions.

We have found that this standardization provides a common focus, strengthens communication, enhances supervision, reduces costs, and fosters interactive relationships by and between the corporate and regional management teams and the area office. Further, each area office is its own profit and loss center, with each general manager making his/her own operational and financial decisions. This means that key decisions pertaining to the day-to-day operation of **The Public Service Commission** account (except as they relate to waiver of specific

Typical Area Office Organization



corporate policy) may be made immediately, at the local level. It is incumbent upon each office to maintain appropriate staffing levels that will enable us to provide the highest degree of professional service in the most cost-effective manner.

The typical organization of an area office is reflected in the accompanying chart. As shown above, experienced supervisory and administrative personnel support the general manager in the day-to-day operations of each account. This support includes, but is not limited to, the following:

- ◆ Client relations
- ◆ Recruitment
- ◆ Background screening
- ◆ Classroom training
- ◆ On-the-Job training
- ◆ Continuing education
- ◆ Supervision
- ◆ Inspections
- ◆ Physical security surveys
- ◆ Review/Write post orders
- ◆ Uniforming
- ◆ Equipment procurement

Local Area Office

G4S Wackenhut's local area office in Charleston will provide first-level support to **The Public Service Commission**. The geographic compatibility of this office to **The Public Service Commission's** facility allows us to properly supervise your account, gives us knowledge of the local labor market, and gives us direct access to any additional resources that may be needed at your facility during short-notice or emergency situations. Our area office is fully licensed to conduct business in the State of Ohio.

Because of the nature of our business, G4S Wackenhut's success is grounded in local involvement. From the start, our office sites have been carefully selected to allow us to better serve our customers and enhance our recruitment efforts.

Every G4S Wackenhut area office is vigilant in its ability to respond to our customers' needs, so each is therefore equipped to operate 24 hours a day, seven days a week. All managers, supervisors, and selected security officers are assigned pagers and/or personal hand-held digital radio/telephone units. This system allows our key personnel to instantly communicate with each other, and appropriate emergency personnel (i.e., police, fire, and emergency rescue service) as necessary.

Local Supervision

G4S Wackenhut's local area supervisors set the standard for customer support as thoroughly trained and experienced security leaders. They regularly monitor, evaluate and support our security officers so that each may provide what it takes to deliver complete customer satisfaction. Area supervisors are responsible for:

- ◆ Making frequent announced and unannounced post inspections, inclusive of late evenings, weekends and holidays, to ensure that our officers are in total compliance with post orders and employee standards of conduct (alert, courteous, neat, etc.).
- ◆ Taking immediate corrective action with any of our officers, if necessary.
- ◆ Reviewing the security program on a continual basis, and assisting in training and selecting personnel, employee evaluations and recommendations for employee promotions and incentive awards.

- ◆ Contacting **The Public Service Commission** representative often and assisting with special requests and problems, emergencies, extra staffing requirements, etc.
- ◆ Conducting integrity audits of G4S Wackenhut personnel and their effectiveness on the job and ensuring that **The Public Service Commission** management is informed of progress and improvements when appropriate.
- ◆ Ensuring that all personnel are properly trained and such training is documented in the local G4S Wackenhut area office files.
- ◆ Maintaining schedules and 24-hour efficiency.
- ◆ Handling special emergencies that may arise.

G4S Wackenhut carefully selects and thoroughly trains supervisors who will inspire an *esprit de corps* in their staff, and who reflect the competency and integrity of G4S Wackenhut's security program.

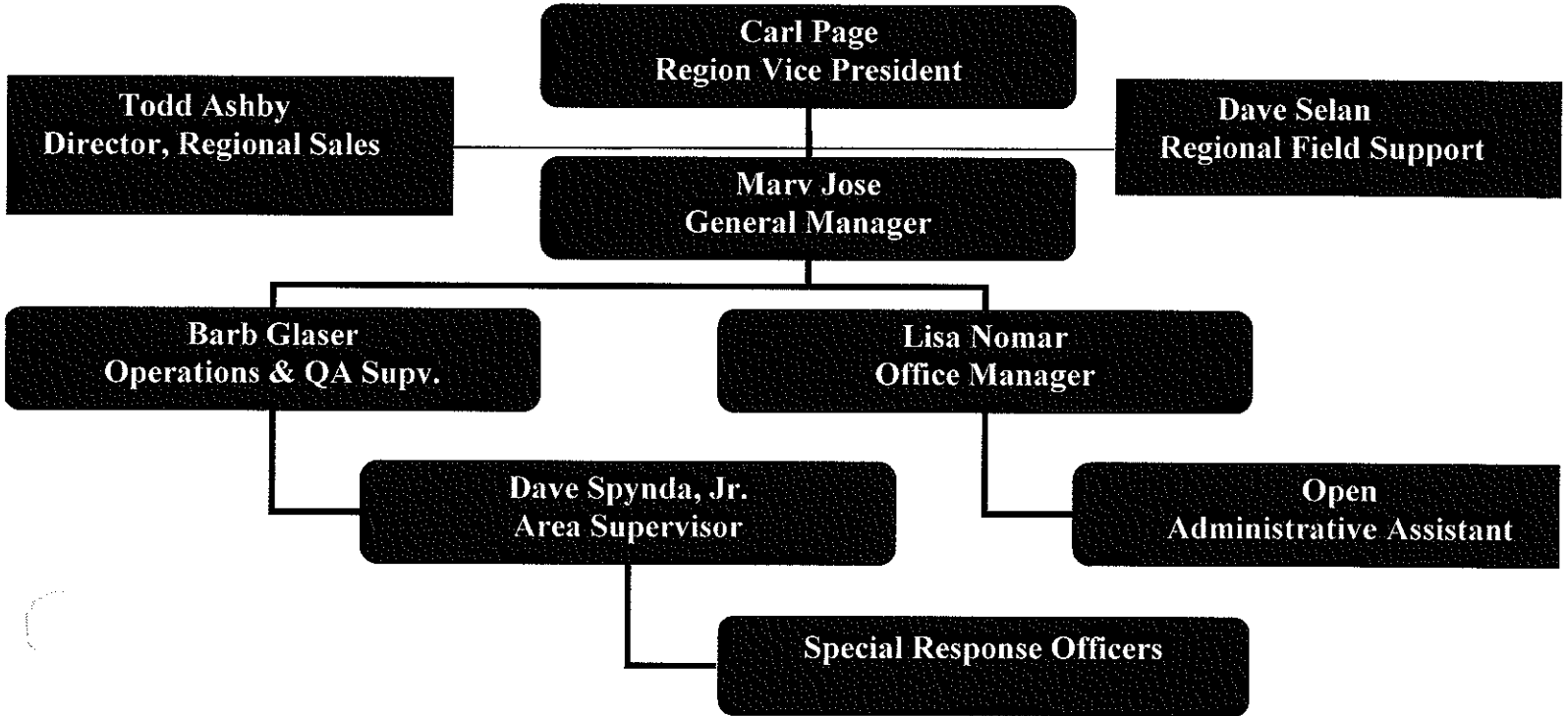
Corporate and Regional Support: Customer Satisfaction Starts Here

In addition to the resources and management skills of G4S Wackenhut's local area offices, The Public Service Commission may also take advantage of the support and expertise of G4S Wackenhut's regional operations and corporate headquarters.

Here are some examples of the resources available to support the **The Public Service Commission** account:

- | | |
|---|---|
| ◆ G4S Wackenhut Training Institute | ◆ Financial functions, including payroll and billing |
| ◆ Quality programs | ◆ Security best practices |
| ◆ National Accounts Group | ◆ Business processes |
| ◆ Experienced transition teams | ◆ Staff and line supervision |
| ◆ Procurement of uniforms, equipment, materials and supplies | ◆ Employer-employee relations |
| ◆ Contract administration support | ◆ Insurance claims, tax data and reports |
| ◆ Systems integration | ◆ Legal guidance and assistance |
| ◆ Guidance and instruction in human resources matters | ◆ Consulting and investigative services |
| | ◆ Availability of a backup emergency force |

Charleston Organization Chart:



CERTIFICATE, PERMITS & LICENSURES

Please find our State of West Virginia operating license on the following page:

State of West Virginia



Certificate

I, Natalie E. Tennant, Secretary of State of the State of West Virginia, hereby certify that

The Wackenhut Corporation

of

Palm Beach Gardens, FL

is hereby licensed to conduct the business and engage in the business as a Private Investigation Firm and Security Guard Firm in the State of West Virginia, under the provisions of and in compliance with Chapter 30, Article 18 of the West Virginia Code.

This certificate shall be in effect and valid from January 1, 2009 to December 31, 2009 unless suspended or revoked prior thereto, in accordance with the provisions of the West Virginia Code.

This license cannot be transferred.



Given under my hand and the
Great Seal of the State of
West Virginia on

January 23,
2009

Natalie E. Tennant

Secretary of State

PRICING

We recognize that cost, while not your sole criteria, is an extremely important element in your selection process. We would, therefore, make this point: In our professional judgment, we believe that the cost of each expenditure we anticipate is required to provide you, our client, with the quality of service necessary at each facility.

Our billing rates are not inexpensive; nor are they overvalued. They are reasonable for the quality of service demanded to fulfill our responsibilities. We ask in making your analysis that you give proper weight to this fact. We also ask in your analysis that you closely evaluate those resources and value-added services available only from G4S Wackenhut.

Level	Base Wage	Straight Time Bill Rate	Overtime Bill Rate	Holiday Bill Rate
Day Shift	\$8.25	\$11.59	\$16.23	\$16.23
Afternoon	\$8.50	\$11.92	\$16.69	\$16.69

Notes to Cost Proposal:

- Overtime defined as extra hours of coverage requested by client with less than 72 hours notice to G4S Wackenhut.
- 6 holidays paid a 1.5 times wage if worked
- All wages and rates quoted in hourly figures

THE ENCLOSED RATES INCLUDE:

RECRUITMENT/SCREENING	G4S WACKENHUT TRAINING INSTITUTE
BACKGROUND INVESTIGATION	WORKERS COMP & GENERAL LIABILITY
REFRESHER TRAINING	8 HOURS ON THE JOB TRAINING
16 HOURS CLASSROOM TRAINING	401K
OFFICER BONUS PROGRAMS	SUPPLEMENTAL LIFE PLAN
SUPERVISOR LEADERSHIP PROGRAM	FREE UNIFORMS (TO OFFICERS)
OFFICER TESTING PROGRAM (IN SERVICE)	EMPLOYEE INCENTIVE & BONUS PLANS
POST ORDERS DEVELOPMENT	OFFICER VACATION
CORPORATE SUPPORT, I.E. TRAINING, ETC.	SECURITY SURVEY/AUDIT OF EACH BRANCH



EXECUTIVE SUMMARY

All of us at G4S Wackenhut thank the management team of **The Public Service Commission** for its consideration of G4S Wackenhut.

After a thorough review of the property and a meeting with the client facilitator of this initiative, we are confident in our ability to provide the service being requested. It is based on our perceptions of the security program in place at **The Public Service Commission** that we offer the following points of emphasis that will be consistent in our proposal:

⇒ **Statement of Contractor Qualifications & G4S Wackenhut Benchmarks** – As stated earlier our team is extremely pleased with the consideration that **The Public Service Commission** is granting us in this process. We unequivocally feel our qualifications to provide services to **The Public Service Commission** are unsurpassed by our industry counterparts.

In an industry that grows an average of 3% annually we grew in excess of 10% in our domestic operations. We encourage you to examine our benchmarks and to compare us to the other bidders in this process. As one would expect we are quite proud of the following:

- **Customer retention rate of 96%**
- **Local Growth rate of over 10% in 2008 (industry average is 3%)**
- **Number one supplier of security services to the U.S. Nuclear Regulatory Commission**
- **Leading supplier to the FAA (airport access & air traffic control towers) post 9/11**
- **Only industry service provider to have an ISO certified training unit – G4S Wackenhut Training Institute**
- **Training Magazine Top 125 Training Programs – 2007 & 2008**
- **Highest industry rating in most recent Institute of Management Association survey of contract security users**
- **Industry Leader in Research & Development – Property Resource Officer, Custom Protection Officer programs**
- **Only industry service provider to have centralized background verification entity – G4S Wackenhut National Research Center (WNRC) WNRC services G4S Wackenhut and external customers**
- **ISO Certifications: Training Division, Human Resources Dept. National Accounts Division**
- **Dept of Homeland Security; SAFETY Act Designation & Certification – one of eleven companies worldwide to achieve this**
 - **First security company to earn this**
- **SECURE TRAX: GPS, electronic incident reporting, guard tour system, GEO fence (perimeter), cell phone and instant messaging**

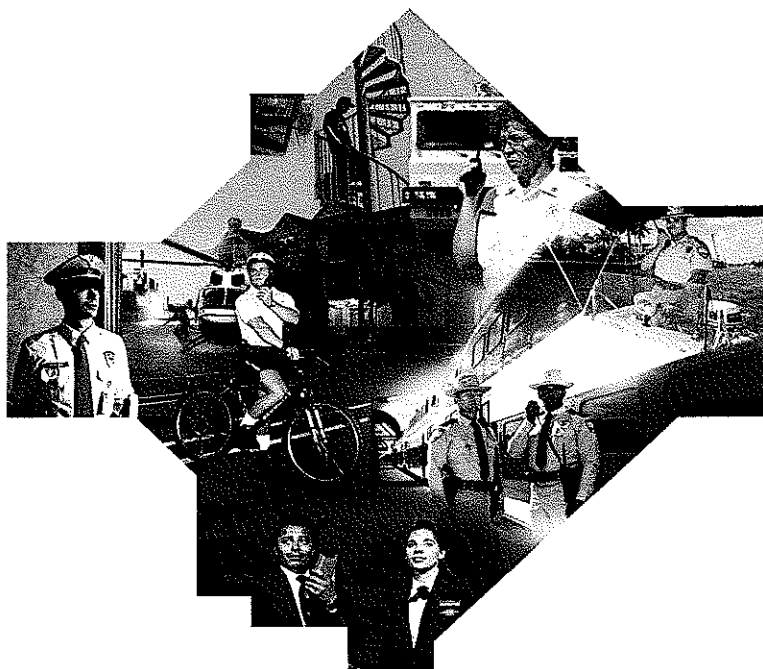
⇒ **G4S Wackenhut's View of This Opportunity and The Public Service Commission's Needs** – It was communicated to us how **The Public Service Commission** was looking to provide a security service that adequately secured and protected **The Public Service Commission's** employees, assets and visitors. In our opinion any firm can provide a traditional guard. However the industry simply does very little to combine security and customer service as G4S Wackenhut does with the level of services we are proposing (**see later in Executive Summary**). Now as **The Public Service Commission** is poised to secure its facility in Toledo, our belief is only fortified:

⇒ **The Public Service Commission has two fundamental options in this initiative:**

- Choose a traditional company that has little more to offer other than a uniformed guard
- Choose a service partner that offers **The Public Service Commission** service choices, service innovations, higher caliber security and customer service professionals all supported by infrastructure, resources and experience

We hope that **The Public Service Commission** chooses the second of those options and to select a firm that can do more than fill security posts. As we will demonstrate in this Executive Summary and the body of our proposal, G4S Wackenhut is the firm to deliver on what **The Public Service Commission** is looking for.

It is our view that **The Public Service Commission's** security operation's needs are "high end" in terms of scope of service, quality of personnel, service expectations and partnership. Our local area customers will speak to our ability to deliver a comprehensive and consultative security service, not just a guard in a uniform filling a post as is the industry stereotype.



⇒ **Elevated Service Levels to Meet Customer Needs** – Rather than offering the standard industry offering of ‘one guards fits all’ (customer needs), G4S Wackenhut has long provided customer with a choice in terms of security officer experience education and training. Accordingly we are the only contract security provider to offer a multi tiered service offering. For **The Public Service Commission** we are proposing an elevated tier that is detailed on the following pages:

⇒ **Upscale Security Officer (USO) Program: Security Officers**
Our ability to offer a multiple levels of service relative to employee background, experience, education and training clearly differentiates G4S Wackenhut from our competitors. Does **The Public Service Commission** want an officer securing its facility, employees and assets who does not have any security experience? Our industry peers offer this on a daily basis. Their officer’s first day of experience in the industry may be at **The Public Service Commission’s** facility.

Our USO program is summarized in the following box:

UPSCALE SECURITY OFFICER PROGRAM:

- **Backgrounds:** 21 years of age, HS Graduate, Stable Employment History, One to Three Years of Verifiable Security Experience (exceptions to 21 years of age subject to local G4S Management Team approval)
- **Customer Service Experience:** One to Three Years
- **Background Verification:** Credit, Professional, Driving Records, Educational, Personnel checks all done
- **Drug Testing:** 10 Screen pre-placement/employment
- **Training:** 20 Hours TWC Orientation & Training, up to 16 Hours On the Job Training (OJT), 8 Hours Recurrent OJT, First Aid, CPR & AED
- **Performance Reviews:** Done at 90 days, 180 days & one year
- **Officer Competency Testing:** Done in conjunction with Performance Review

When our applicant review, new employee training process and performance evaluation process are teamed up with our wage and compensation packages, the result is a motivated, educated and loyal service delivery team of security officers. As **The Public Service Commission** looks to transform its operation and to raise the level of its security program, we ask that you compare our USO program to our competitors’. We are confident the fundamental components of our program exceed the industry standard and those of our fellow competitors in this process.

- ⇒ **G4S Wackenhut's Investment in Training** – Much of the industry looks at training as an expense. We hold a different opinion on this and view training as an investment in employee development and customer satisfaction. The catalyst behind our emphasis on training and development of training program is The **G4S Wackenhut Training Institute (WTI)**

WTI is home to G4S Wackenhut's Corporate Library, which contains the most expansive security and training-related holdings in the industry. Over 1,500 videotapes, over 1,000 security-related publications, numerous audiocassettes, overheads, computer-based training programs, learning exercises and other items make up the Corporate Library. (A copy of the Corporate Library Guide is available upon request.) The Institute's staff - all of whom hold graduate degrees in management, education, or security-related fields - are available for ongoing consultation with field trainers to assist them in developing *just-in-time* training programs.

Customer Service Training will be a part of our classroom & On the Job training programs that we design for The Public Service Commission.

Although WTI produces myriad programs, materials and services in its own right, it also plays a directive role in coordinating and arranging tailor-made programs designed and/or presented by G4S Wackenhut personnel worldwide. The strength of G4S Wackenhut training services lies in the coordination of corporate-wide training resources and the optimum mix of those resources, be they from WTI or from the corporation.

G4S Wackenhut Training Institute's mission is clearly focused and delineated into three prioritized functions:

- WTI is charged with providing the best quality security and supervisory training available in the industry for the corporation's employees, both in the field and at headquarters. In this regard, the Institute employs not only a resident staff of experienced trainers but also an adjunct faculty of contract instructors and academicians who specialize in a variety of disciplines.
- To generate, catalogue and maintain a comprehensive research data base of security related publications, videotapes, audiotapes, case studies, learning exercises, etc., under the auspices of the Corporate Library.
- To research, develop and market security and management related training programs and related materials to local, state and federal government consumers, and to clients from throughout private industry.

All training materials for the service options we are proposing **The Public Service Commission** are designed by WTI. It is important to note that WTI is the first and only training entity of its type in the security industry to earn ISO Certification.

- ⇒ **Measurable Quality Assurance Plan** – G4S Wackenhut does not position itself as a company that is all things to all concerned. We are not a “low-end” provider of security services. We do not seek business that necessitates paying substandard wages. In fact if **The Public Service Commission** was looking for a provider that was forced to pay low wages due to extreme budget constraints, we would politely refuse the opportunity. On the contrary **The Public Service Commission** is to be commended for realizing that you indeed get what you pay for, especially in the security industry. As **The Public Service Commission** is an extremely “high-end” security operation G4S Wackenhut proposes a qualitative and quantitative Quality Assurance Plan:
- **Plan to Reduce Staff Turnover**
 - **Plan to Improve Training Programs – OJT, Re-Current, etc.**
 - **Mutually Identify Key Performance Indicators**
 - **Provide a Consultation on Physical Security, Asset Protection, Security Trends, Security Innovation, etc.**
- ⇒ **Value Added Services** In an industry that attempts to grow with inadequate support mechanisms and operations, we take great pride in intelligently fortifying and growing our infrastructure. It is that infrastructure that allows us to do more than just provide security officers to fill a schedule. In the section following this one you will find detail on some the additional value we can deliver. These include but are not limited to the following:
- **Management Approach: Proactive and consultative**
 - **Security Survey: Evaluation & recommendations as client requests**
 - **Tour Verification System: Increased provider accountability**
 - **Manager of Recruitment Role: Develop hiring profile to fit needs of sites**
 - **Post Orders: Construct post orders as necessary, approved by The Public Service Commission**
 - **Officer Competency Testing: Assess officer knowledge**
 - **Consulting & Investigations: Other security related services available (G4S Wackenhut)**

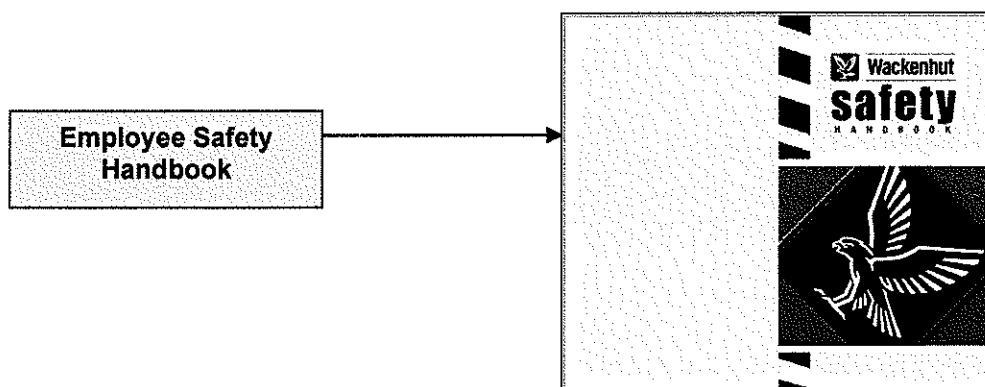
⇒ **Enhanced Safety Program** – Due to the fact that safety is an integral part of security services, G4S Wackenhut has enhanced its formal safety program that provides standard safety training for all security officers and employees. Starting in 2005 we undertook a cultural shift to embrace safety as one our of core values and to implement a new and improved safety program. The program's focus is on creating safer environments for our security officers and for our client's facilities. The program elements include:

- **Safety materials such as the Safety Road Map Manual, Safety Handbook (and exam), Passport to Safety and various acknowledgment forms.**
- **Defined roles and processes (i.e. safety committees)**
- **Standardized safety training (Topics: Accident and Injury Reporting, Bloodborne Pathogens, Driver Requirements, Drugs and Alcohol, Emergency Response Planning, Fire Protection & Prevention, First Aid Procedures, Hazard Communication, Lifting/Material Handling, Lock-Out/Tag-Out Procedures, Personal Protective Equipment, Slips and Falls, Traffic Control, Workstation Ergonomics)**
- **Goals**
- **Measurement process**
- **Safety Reward Program**
- **Incorporates the physical security survey**
- **Senior management support**

Our safety commitments to The Public Service Commission:

- **Safety training for all officers assigned to The Public Service Commission.**
 - **First Aid, CPR & AED**
- **Safety awareness information available to The Public Service Commission employees.**
 - **Safety Matters: monthly issue by our corporate Safety Dept.**
- **Safety oriented townhall or workshop meetings led by G4S Wackenhut management.**
- **Participation in The Public Service Commission Safety & Security Team Meetings**
- **Help make Safety a priority at The Public Service Commission**

The emphasis on safety is driven by our management team and has yielded tangible results with improved experience modification factors, decreased loss work time, improved operating efficiencies and safer work environment in myriad client operations.



It is our intent with this Executive Summary that we provide you an overview of our proposal and perhaps an underlying theme. Our theme (and hopeful appeal) to those involved in this process is one centered on quality, reputation and ability. In no way shape or form do we at G4S Wackenhut claim to be immune to the challenges and issues that face our industry on a daily basis. However the security program at **The Public Service Commission** is one that fits well in to our service offering. Our track record of servicing a large project management orientated operation is outstanding due to our infrastructure, the experience of our management team, the resources of G4S Wackenhut and a desire to deliver on our commitments.

Again, all of us at G4S Wackenhut thank you and the rest of **The Public Service Commission** team for your time and consideration of our services.



OPERATING PLAN

Management Approach

G4S Wackenhut combines a sound organizational structure with a definitive operating plan and management approach at the site level to ensure consistent and efficient security operations. We understand that any successful contractor must be aware of and be prepared to respond meaningfully to security-related interests that necessitate unique human reliability and employee relations programs. Inasmuch as any security program is successful only in relationship to the quality of people involved, the management approach must minimize such human reliability problems as high turnover and poor employee morale.

G4S Wackenhut's management approach:

- ◆ Establishes appropriate controls to govern critical functional responsibilities.
- ◆ Delegates decision-making authority to the lowest responsible level of technical competence, thereby eliminating unnecessary managerial hindrances to expeditious performance of the work.
- ◆ Creates a system of checks and balances that include specific policies and procedures, reporting requirements, plans, schedule, audits and inspections to ensure proper contractual control.
- ◆ Treats employees fairly and equitably, and provides meaningful work in a safe environment while insisting upon high standards of conduct and work performance.
- ◆ Emphasizes human reliability programs that promote increased employee satisfaction, morale and worker productivity.

Our management approach creates an administrative and security environment in which **The Public Service Commission** sites can operate with the necessary autonomy, free from competing demands. This approach permits the management team to quickly and efficiently redirect its focus towards critical areas of operations and brings the entire resources of the local area office, the regional office and the corporation to bear, when and where needed.

Project Staffing

G4S Wackenhut looks forward to the opportunity to conduct a physical security survey after contract award in order to make specific operational recommendations to **The Public Service Commission**. This survey will include a comprehensive assessment of staffing levels, post assignments, post orders, and operating procedures currently in place at **The Public Service Commission**. A formal report, including our observations and recommendations, will be presented soon thereafter.

We have found, under similar circumstances, that opportunities usually exist to streamline operations and enhance the overall program simply by reallocating resources, not necessarily increasing staffing. For instance, we might suggest that certain static posts be replaced by highly visible roving or mobile patrols; CCTV cameras be utilized at remote or sensitive locations; etc.

We have based the proposed staffing below on the hours of coverage as provided by **The Public Service Commission**:

Post	Position	HPW
Upscale Security Officer	7:30 am to 3:30 pm	40
Upscale Security Officer	3:30 pm to 11:30 pm	40
Total:		80

Reporting Channels

G4S Wackenhut appreciates the importance of this account and the vital support role of the security services organization. We are also aware of the critical need for a security organization that is totally reliable and can be completely trusted to carry out its assigned tasks. Because of this, our site managers/supervisors report directly to the local area office; local general managers have direct reporting responsibility to our regional vice presidents/directors; and, regional vice presidents/directors report to the sr. vice president, Security Services Division. This reporting relationship will allow us to request the support of any required regional/corporate resources or services to meet **The Public Service Commission's** needs for additional personnel.

Staff from our area office will be available on a 24-hours-a-day, 7-days-a-week, basis to respond to any difficulties or problems that may arise and that cannot be resolved satisfactorily at the site.

Post Operations

G4S Wackenhut firmly believes that efficient security operations require the preparation and writing of post orders (general and special orders) for each position within the security organization. These orders will be prepared with input from the local **The Public Service Commission** representative and maintained by G4S Wackenhut. Written instruction will be clearly worded and include all necessary functions for each assignment. Security Post Orders will contain responsibilities, policies, procedures and standards pertaining to the overall security program with sufficient information on all aspects of physical security for catastrophic or emergency conditions as they apply to the safety and security of people and facilities. These Post Orders will provide each member of the security force with an approved, preplanned method of maintaining security at each post with a minimal reliance on memory. G4S Wackenhut supervisors will ensure that each officer has been tested on and has a working knowledge of the specific job details.

Operational Reporting

G4S Wackenhut's area supervisors will work in conjunction with our on-site supervisory personnel in order to maintain the **The Public Service Commission** account at a consistent and high level of quality.

Supervisors assigned to **The Public Service Commission** will use at least the following reports:

- ◆ **Security Officer Report:** Each officer completes this form daily to record his activities, including routine post orders, and submits it to his supervisor at the end of his shift. Reports are available for review upon request to the local area office or supervisor.
- ◆ **Incident Report:** Unusual incidents are recorded on this report, making the officer's supervisor aware of such incidents, and to discuss and take appropriate action as

necessary. A copy of each Incident Report is provided to the designated **Public Service Commission** representative, the supervisor, and the local area office.

- ◆ **Facility Inspection Report:** Used by off-site (area/roving) supervisors for facility inspections to ensure that proper security procedures are in place and being carried out. Reports are available for review upon request to the area office or supervisor.
- ◆ **Sign-In Register:** Used by the officers to record shift start and stop times, which is used to generate payroll and billing. A copy of the Sign-In Register is provided to the designated The Public Service Commission representative.
- ◆ **Client Contact Form:** Used by the area supervisor to record time and date of contact with **The Public Service Commission** security representative, topics of discussion, and follow-up action. The general manager must review and sign all such reports. A copy of the Client Contact Form is provided to the designated **The Public Service Commission** representative.

Employee Satisfaction

G4S Wackenhut recognizes that regular communication with employees is a key factor in employee satisfaction. We tend to communicate with our employees through several formal and informal vehicles. These include, but are not limited to, the following:

- ◆ Supervisor to employee and employee to supervisor dialogue
- ◆ G4S Wackenhut's websites ([www.G4S Wackenhut.com](http://www.G4SWackenhut.com))
- ◆ Manuals
- ◆ Scheduled meetings
- ◆ Focus publications
- ◆ Pay stub attachments and payroll stuffers
- ◆ Pipeline magazine
- ◆ Posters

G4S Wackenhut also uses employee surveys in one form or another on many of our contracts. In addition to conducting employee satisfaction surveys, G4S Wackenhut also conducts employee surveys for two other important reasons. First, to determine whether our employees feel they are meeting customer requirements and, second, for training purposes to evaluate the employee's perception of the quality of our training programs.

Our supervisory staff plays an important role in gauging employee satisfaction as well. Their frequent contact with the security force allows them to monitor the level of employee satisfaction and, when necessary, address concerns immediately.

Handling Changing Requirements

To ensure proper and prompt response to non-routine security requirements, including emergency conditions, it may be necessary to activate contingency plans, prioritize task performance and/or develop alternatives for successfully handling all necessary requirements. All G4S Wackenhut personnel will be aware of such contingency plans and trained in their responsibilities under the plans. Viable training scenarios can be developed for certain non-routine situations, and, if appropriate, training exercises conducted.

Additionally, G4S Wackenhut considers the cross-utilization and cross-training of employees to be an essential ingredient for successful performance. The supervisory personnel should be selectively cross-trained to the extent practicable. The cross-training of security officers will be accomplished by scheduling security personnel to work each of the various security posts at The Public Service Commission's facilities. When employees work a post for the first time they will receive detailed instructions from

the supervisor. The supervisor will make frequent visits to the post to ensure that tasks are being properly performed.

At the end of the shift, the supervisor will critique the employee's performance and answer any questions the employee may have about the duties. The supervisor will prepare a "Cross-Training Report" indicating: 1) the employee is qualified to perform the duties of the post; 2) the employee can perform the duties of the post with close supervision, or; 3) the employee needs more training. The supervisor will keep records indicating the status of cross-training.

A well-trained and disciplined work force under the direction of innovative management planning, and alert, versatile and responsive supervision, will assure optimum performance when confronted with non-routine or emergency conditions.

Overtime with associated premium pay will be planned and authorized under those circumstances only when overtime is the most economical means of achieving contract performance objectives. We use overtime most effectively to meet fluctuating requirements that evolve either on a scheduled basis due to the nature of the operation, or on a non-scheduled basis due to very short notice or an emergency.

Emergency Response

Each G4S Wackenhut area office maintains a local, flexible, operational security force of trained personnel that are available for assignment at various customer facilities to handle short notice, cyclical, or emergency staffing situations. Members of the "Flex Force" are also cross-trained for cross-utilization. As we tap this pool of manpower, we carefully select, process and train new members to maintain acceptable levels. G4S Wackenhut's Flex Force consists of both full and part-time personnel.

Should the need for manpower exceed the number of members in our Flex Force, G4S Wackenhut will mobilize personnel from nearby G4S Wackenhut offices. With your approval, G4S Wackenhut will initiate a recruiting program for new personnel for assignment if the emergency extends for a long time

Emergency, on-demand services to provide additional coverage that exceeds our permanently assigned and flex force capabilities is typically considered "out of scope" and negotiated under our Emergency Services Agreement with applicable pricing for those services. These situations include flood, hurricane, fire, labor disputes, etc.

Our goal is to hire the best-qualified individuals and provide them with quality training programs, recognition and career advancement programs that instill professional pride and continually improve skills and performance.

For G4S Wackenhut, hiring the best-qualified individuals begins with recruiting. Fluctuating labor markets have led to creative recruitment methods, to include the selective use of the Internet, job fairs, out-of-area recruiting, employee referral programs, and others. Our success in finding the right individuals for the job is a testament to our long-standing reputation as a quality employer.

G4S WACKENHUT RECOMMENDATIONS & VALUE ADDED SERVICES

PLEASE NOTE: NONE OF THE BELOW LISTED RECOMMENDATIONS ARE NECESSARY FOR G4S TO SERVICE THE PROPERTIES IN QUESTIONS. THE FOLLOWING IS ONLY TO DEMONSTRATE OUR ABILITY TO PROVIDE PHYSICAL SECURITY SERVICES AND VALUE ADDED ONES TO The Public Service Commission.

G4S Wackenhut, with its global resources, can do more than supply security personnel to safeguard the assets and customers of **The Public Service Commission**. We have the infrastructure, resources and knowledge to offer other services and make additional recommendations at no extra cost to **The Public Service Commission**. These include but are not limited to the following:

- ⇒ **Building a Security Program** -- In a facility such as the one referenced in this initiative, one that is wrought with myriad challenges, an all-encompassing security program is essential. A professionally developed and maintained security program can do the following:
- Increase a property's value through long term security improvements & measures
 - Decreases ownership liability
 - Create a comprehensive emergency procedures plan for residents and employees
 - Provides safety and security for employees, residents and the public as a whole
 - Increases accountability for all parties on the property
 - Improves day to day operations
 - Elevates public and community relations

RECOMMENDATION: Engage G4S Wackenhut corporate and local resources to devise a program (with **The Public Service Commission** input) to build a security program from the ground up. Our experience and knowledge enables us to provide this consultative service to our customers.

- ⇒ **Relationship With Local Law Enforcement** – Many members of our local management have law enforcement backgrounds. Therefore as a team we realize the importance of having a good relationship with the local law enforcement agency. If given the opportunity to service **The Public Service Commission** one of the first things we will do is schedule a time with our **The Public Service Commission** contact to go together to the local station house to communicate our partnership to the police.

RECOMMENDATION: Our team and **The Public Service Commission** contact will meet with either the appropriate District commanders to announce our agreement and to ask for the support of the local Police Department.

⇒ **Security Survey** – Our Regional Manager of Quality Assurance/Field Support will complete a security survey within 30 days of contract commencement. The survey comes with no obligations with respect to utilization can cover area such as the following:

- Tour Systems
- Access Control
- Identification Policies
- Cameras
- Alarms
- Facility Policy & Procedures

RECOMMENDATION: We encourage **The Public Service Commission** to review the Security Survey enclosed in this proposal as our team completed it for a customer based in the North Central Region. Again it is another one of the value-added services we provide.

⇒ **Tour System** – In a facility that calls for consistently executed rounds a tour system is recommended. Tour systems can range from anywhere from \$750 to \$10,000 for an outright purchase. Tour systems are used to confirm the officers' execution of the required rounds. Results from each tour can be downloaded on the designated client contact's computer for periodic review. G4S Wackenhut can assist **The Public Service Commission** to source, purchase (lease), install and maintain a system that best suits the facility's needs.

RECOMMENDATION: G4S Wackenhut as an organization is a proponent of officer tour systems. The systems make the officers responsible for conducting rounds of critical property areas and are accountable to G4S Wackenhut and the customer. G4S Wackenhut will provide one system and 30 locators at no cost to **The Public Service Commission**.

⇒ **Manager of Recruitment Role (MOR)** – Our MOR does all recruiting and initial interviewing. He does in fact hire over 75% of our officers. The MOR is responsible for visiting all G4S Wackenhut accounts to meet with the client contacts and to observe the security officer duties. This enables the MOR to directly communicate client expectations, job responsibilities and work environment. The ability to do all of these makes us more precise and accurate in our hiring all the while adding stability to the workforce dedicated to **The Public Service Commission**.

RECOMMENDATION: The MOR will visit and tour all properties to gain a better understanding of the security needs and officer duties at each building. Further he will meet with the property managers at each location. This process will enable him to more effectively communicate to potential new hires the expectations if they are placed at one of the buildings

⇒ **Post Orders Development & Officer Competency Testing** --G4S Wackenhut believes that an officer's knowledge of the job does not stop with initial on the job training. To remedy this G4S Wackenhut offers a comprehensive competency-testing program to its clients. The testing program measures an officer's knowledge of his site at various intervals of this tenure at the facility. The test is designed with input from site managers, G4S Wackenhut operations team members and our client contacts.

RECOMMENDATION: The Post Orders serve as the operational guidelines for the officers to follow and are client & site specific. Quite simply post orders are the "do's and don'ts" of the site and are for the officers' strict adherence (to). Please note our sample post orders that supplement this proposal. The testing format can be a combination of multiple choice, essay, situational assessment testing and report writing execution. We agree on the testing frequency with the client and start the process. Testing intervals arrange from ninety days all the way to one year. In the case of **The Public Service Commission** testing subjects could include the following:

- Access Control
- **The Public Service Commission** Security Policy & Procedures
- Client & Security Management Team
- Patrol Areas & Rounds (Probe) Locations
- Report Writing
- Customer Service & Communication
- Emergency Response Procedures

G4S Wackenhut offers these services as value added services in addition to our most fundamental one – security officers at **The Public Service Commission**. We invite you to inquire further in your bid review process as to how we incorporate these services into our overall operation. At the same time we encourage you to challenge our industry counterparts to do the same.

G4S Wackenhut offers the best of both worlds relative to size and resources. Being a global security provider, we offer our clients resources that span 6 continents and over 110 offices in the United States. At the same time our operations are committed to providing a personalized and hands on service offering. Many of our local clients in the Charleston area use our management team as key networking sources for assistance in other parts of the US and even the world.

SECURE TRAX: INCREASING ACCOUNTABILITY & ADDING VALUE

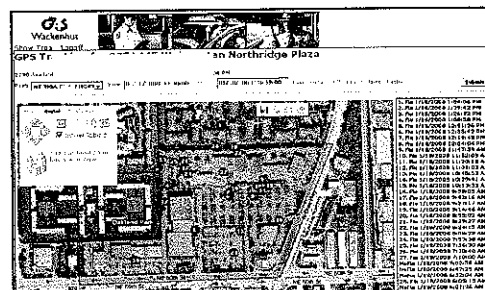


Utilizing the latest in handheld communication technology G4S Wackenhut's proprietary **Secure Trax** system provides customers with multi-faceted reporting, accountability and real-time communication. The **Secure Trax** handheld device and custom-built software provide a wide range of applications that are fully integrated with G4S Wackenhut's labor scheduling and CRM systems providing the ability to turn data collected into actionable and reportable information for immediate use. **Secure Trax** gives customers a total security reporting solution to provide real-time access to critical information while also replacing a cell phone, two way radio and guard tour system. **Secure Trax's** key

functions and features are as follows:

GPS Tracking:

The **Secure Trax** device is equipped with GPS tracking. This allows the precise location of the device to be recorded at regular intervals, using signals from satellites. These locations are each displayed on a map of the client's property. Customers are able to log in to a secured website and view officer location real-time (based on last confirmed plot), as well as view complete history of movement of unit. Units may be set so that no movement over a defined period of time will send an alert to the supervisor.

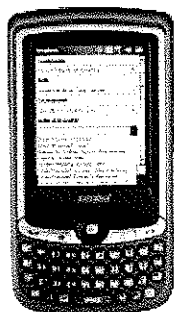


Geo Fence:

The map is used to define a "geo-fence", which is a virtual fence around the property that the officer is required to patrol. As part of the GPS tracking capability, immediate alerts are sent to supervisors if the unit has gone outside of the defined perimeter.

Incident Notification Program:

Utilizing user defined categories and drop down menus, officers can enter fully detailed incident reports, complete with all information needed by customers, i.e., categories, persons involved, police reports etc. Digital photos or video may be attached to the incident report which is transmitted instantly to pre-defined recipients. Recipient notification lists may be defined based on category or severity of incident, meaning not all incident reports are required to be sent to all individuals, however senior management would be notified instantly of any critical incidents. Incident reports are integrated with G4S Wackenhut's incident tracking program and provides customers with complete incident reports, analysis, trending, etc. Additional uses of incident reporting include: notifying management of maintenance issues, facility inspections, safety inspections, etc.



Officer Check In:

Officers have the ability to check in to verify that the post is covered. Should an officer not check in on time, an automatic notification is sent to the supervisor on duty and is logged to the National Call Center to ensure proper follow-up by local management.

Guard Tour Capability:

Exterior guard tours are accomplished through the GPS tracking feature as described above. Interior guard tours utilize RFID tags to record the position of the device inside buildings. Clients can define a series of locations within their property requiring an officer to regularly inspect locations during their shift. This "guard tour" is loaded to the **Secure Trax** device upon officer check in and a record of tour compliance is documented with any missed tour activity resulting in an immediate alert to the supervisor. Incidents related to any stop on the tour can be recorded with real-time notification made as directed. Guard tour activity is available real-time without requiring a download each day.



Random Verification:

Random Verification is a **Secure Trax** feature designed to ensure the officer has the device in their possession and is alert. A random number is displayed on the screen and the device is audibly alerted. The officer must re-enter the number into the device within a specific time period. Unsuccessful attempts are routed to the supervisor to research.

Panic Button:

Officers can depress a button and notifications indicating a distress situation are instantly sent via email and/or text message.

Integration with Customer Systems:

Information captured using **Secure Trax** may also be integrated with a customer's existing incident management system, reporting systems or command centers.

Communications: *(all access can be restricted to appropriate personnel)*

- Cell phone
- Push to talk
- Email
- Text messaging

Pricing:

Secure Trax is provided with a monthly service fee of \$190 per unit.

PERSONNEL RECRUITMENT & SCREENING PROCESS

G4S Wackenhut requires that all security officer candidates undergo a thorough screening process and background investigation before they are accepted for employment. The program encompasses several aspects of the applicant's background, character and ability to perform as a G4S Wackenhut security officer. The following outline describes our recruitment, screening, hiring, and retention processes for all G4S Wackenhut security personnel assigned to **The Public Service Commission's** account:

Recruitment

G4S Wackenhut recognizes the value of qualified incumbent personnel and, where possible and with the consent of **The Public Service Commission**, will retain the employees in the existing work force that meet G4S Wackenhut's employment standards. G4S Wackenhut proposes to immediately contact, upon contract award, the incumbent supervisory/security officer personnel to determine if they desire employment with G4S Wackenhut. Incumbent personnel will be given the right of first refusal for job openings. By developing our compensation and employee benefit programs based upon competitive local market salary and benefit information, G4S Wackenhut intends to not only attract qualified incumbents, but to retain them and have them become long-service employees.

Our employees' opportunities for upward mobility within the organization are facilitated through our recruitment methods, and our emphasis on identifying candidates for promotion. After the initial staffing has been completed, we intend to fill any subsequent supervisory position(s) by local recruitment or by advancing personnel from the ranks of the on-site personnel. We will fill all security officer vacancies by allowing part-time security officers to change to full-time status if they desire, or from a pool of locally recruited, previously screened personnel.

G4S Wackenhut is an Equal Opportunity, Affirmative Action Employer and therefore, does not discriminate based on race, religion, color, sex, age, national origin, disability, veteran status, ancestry, medical condition, marital status or other factors protected by applicable law. Indeed, through an agreement with the U. S. Army, we give preference in hiring to pre-qualified returning veterans when possible.

External Recruiting Methods

- ◆ G4S Wackenhut's On-Line Recruitment Center
- ◆ Local University & Educational Institutions
- ◆ Security Training Academies
- ◆ Newspaper Advertisement
- ◆ Employment Guides & Action Logs
- ◆ Applicant Files – broken out into various geographic zones
- ◆ State Employment Services
- ◆ Current Employee's Friends and Relatives
- ◆ Veteran's Organizations
- ◆ Armed Forces Recruitment Centers, Reserve Centers
- ◆ Police and Fire Departments
- ◆ Military Installations
- ◆ Personnel and Teachers Associations
- ◆ Community Training and Development Programs

Internal Recruiting Methods

- ◆ Internal G4S Wackenhut intra-net
- ◆ Employee newsletter
- ◆ Paycheck inserted announcement
- ◆ Word of mouth
- ◆ Existing officers resumes
- ◆ Zone Meetings
- ◆ Employee referral bonuses

Pre-Hire Orientation

Each potential applicant is provided a form listing the basic qualifications for the level of service for which the individual is making application. If the individual deems him- or herself qualified, the form is signed and the application process begins.

Staff Qualifications

G4S Wackenhut will only consider applicants who meet the following minimum requirements:

- ◆ Must be at least 21 years of age.
 - Exceptions made with G4S Wackenhut General Manager or Operations Manager approval
- ◆ Must have one year security experience
- ◆ Must be a U.S. citizen, or a legal alien possessing appropriate work permit or visa.
- ◆ Must be fluent, both orally and in writing, in English and/or a language appropriate to the assignment, at a high school level and be clearly understandable via radio communication transmissions.
- ◆ Must possess a high school diploma or equivalent.
- ◆ Be willing to be First Aid, CPR & AED trained as needed
- ◆ Must be in good health, emotionally stable, mentally alert and able to perform job responsibilities.
- ◆ Must possess a valid driver's license (if motorized patrols are required) with no restrictions
- ◆ Must be trained and licensed (where applicable) in accordance with state requirements.
- ◆ Must have the ability to successfully complete a written, validated examination indicative of their ability to understand and perform the assigned duties.
- ◆ Must have a work and character background that indicates dependability, reliability, and the ability to work harmoniously with others.
- ◆ Must have been honorably discharged if served in a branch of the military service. Must not have been terminated from any previous employment for other than honorable circumstances, unless documented extenuating circumstances can be demonstrated.
- ◆ Must provide a contact telephone number, have access to reliable transportation, and be available in the event of an emergency.
- ◆ Must possess the capacity to acquire a good working knowledge of all aspects of the job.
- ◆ Must have the ability to operate under stressful situations.
- ◆ Must possess basic computer skills and/or security systems knowledge as required.

Employment Application

New applicants complete and submit G4S Wackenhut's employment application and Personal History Questionnaire (PHQ), which have been specially designed using constrained input boxes. Once completed, computers scan the application and 15-page PHQ, looking for incomplete or missing data. If deficiencies are found, the system will generate an email or fax describing the problem and requesting submission of the information. Working with the electronic data, trained researchers initiate the required background investigation elements (outlined below) and follow through with their completion and reporting to the local offices. All actions are system time and date stamped throughout the process.

Interview Process

The initial interview of the applicant is conducted to determine such items as availability, salary requirements, general suitability for assignment at The Public Service Commission, and any additional information that may aid in the background investigation. Applicants who do not meet our minimum requirements are invited to return if and when they do. If the applicant meets the minimum requirements, and openings occur, pre-employment screening is initiated. **The Public Service Commission will have the final interview in the process, should it choose to do so.**

Pre-employment Screening Process

G4S Wackenhut requires that all candidates for employment undergo comprehensive screening, to include a full background investigation, before they are accepted for employment. Due to the importance of this process, we do not rely on a third-party investigative firm; rather, we conduct our own industry-leading background investigations through the G4S Wackenhut National Research Center (WNRC). WNRC is located at our corporate headquarters where all aspects of the investigation are automated and subject to ongoing quality assurance monitoring. The overall pre-employment screening process is conducted in two phases as follows:

Phase One: Background Investigation

The background investigation, depending on the contract specifications, includes portions of the following:

- ◆ **Identity Verification:** G4S Wackenhut initiates a social security number confirmation trace to validate the name(s) and addresses provided. This portion of the screening process also includes a check against the Specially Designated Nationals (SDN) and Blocked Persons list maintained by the Office of Foreign Assets Control (O.F.A.C.), which puts G4S Wackenhut in compliance with the Patriot Act and the Trading with the Enemy Act. Our system updates the list daily to ensure that all new hires are screened against the most current lists.
- ◆ **Employment/Education Verification:** G4S Wackenhut verifies all activity, including prior employment and/or education for the last seven years. Periods of unemployment lasting 60 days or more are also verified. This may include character references from non-related individuals.
- ◆ **Criminal Records Check:** G4S Wackenhut conducts a county of residence criminal record check for all residential addresses provided for the last seven years. Where statewide criminal record checks are available, G4S Wackenhut submits a request to the appropriate state agency. In addition, a multi-jurisdictional search of criminal database records is conducted that covers courts, correctional departments, departments of parole, and sex offender registries nationwide.

- ◆ **Driver's License Check:** G4S Wackenhut initiates a check of the applicant's driving record through the state department of motor vehicles. This would reveal all traffic violations, driving-related offenses, and substantiate a valid operator's license.
- ◆ **Credit Report:** G4S Wackenhut initiates a credit check to determine if the applicant is financially responsible.
- ◆ **Psychological Exam:** An MMPI done in conjunction with a psychological test.
- ◆ **Pre-Assignment Physical** (if required): G4S Wackenhut will pay (as mandated by customer requirements) for all employees to have physical that will measure the individual's ability to perform the work necessary.

Phase Two: Additional Screening

If the applicant satisfies G4S Wackenhut's adjudication requirements for the background investigation elements in phase one, then the following additional screening is conducted:

Drug Screen: All applicants undergo a 10-panel urinalysis test conducted by an independent drug-screening clinic. Applicants are sent to a collection location where a sample is collected and sent to a lab. The lab sends the results to our drug screening coordinator, who forwards the results to the local office. Chain-of-custody forms are used to ensure testing integrity. Due to the importance of this component of the hiring process, G4S Wackenhut has contracted with Quest Diagnostics to provide drug screens on a national basis.

The automated Background Investigation System is tightly integrated with our Human Resource (HR) System. A background investigation for a security officer must first be initiated before the HR system will allow the candidate to be hired. The completed background investigation is electronically stored and is maintained as an element of the employee's HR record. A sample Background Screening Report is available upon request.

Findings Report and Offer of Employment

After the manager has reviewed all of the required information regarding the applicant's background and pre-employment screening, he or she determines whether to offer the applicant employment or not to do so.

New Hire Orientation

During new hire orientation, the security officer completes all remaining documentation (i.e., emergency contacts, tax withholding allowance information, etc.). Additionally, the security officer is required to submit any remaining documentation, such as a high school diploma, DD-214, college transcripts, etc. When necessary, the officer also completes the application for a state license issued by the state licensing agency, which may include a set of the individual's fingerprints for a check against State records.

When the security officer has completed the documentation, he or she is welcomed to the company by members of the staff and given his or her assignment. Once the assignment is given, the training manager interviews the security officer and schedules classroom and on-site training. The security officer will also be measured for the appropriate uniform and issued the necessary equipment.

The most important aspect regarding G4S Wackenhut's policy on pre-employment procedures is that all of the information described above can be verified. G4S Wackenhut can make available its checklist that confirms all required components for hiring have been completed and are in the personnel file for each new security officer assigned to their facility.

Employee Performance Evaluation & Counseling

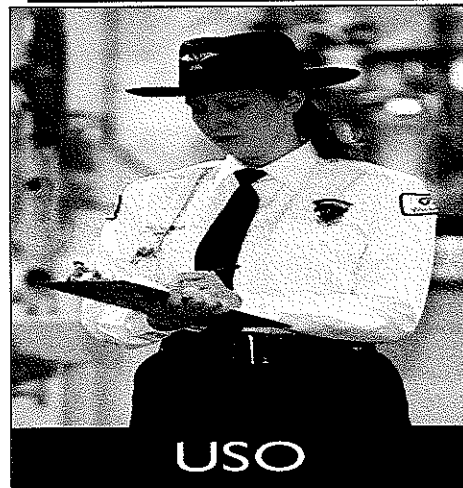
G4S Wackenhut realizes that in order to ensure high customer satisfaction, our job only begins with attracting and hiring exemplary employees. It has been our experience that in order to retain such employees, we must regularly monitor and evaluate each employee's performance to acknowledge progress and to encourage a positive, productive, customer-service attitude. Counseling the employee, correcting unacceptable performance is also critical.

Supervisors will regularly encourage and guide security personnel on how to increase their productivity and service to **The Public Service Commission** during their post hours. Any errors of judgment or procedures will be discussed either with the employee on the spot, later with local office management, or may result in more stringent disciplinary action, as necessary. Any serious breach of regulations or an inability to comply with specific employment requirements will result in termination of employment.

Employee Conduct

G4S Wackenhut will maintain a strict standard of employee conduct and competency and will initiate and administer appropriate disciplinary action when appropriate. G4S Wackenhut insists that the behavior of its personnel, both on and off duty, reflect favorably on both G4S Wackenhut and its customers.

Upscale Security Officer (USO)



UPSCALE SECURITY OFFICER (USO) PROGRAM

G4S Wackenhut Offers Choice:

It's important to point out that G4S Wackenhut offers **The Public Service Commission** choices rather than the 'one guard fits all' standard offering from the contract security industry. We do not believe in the one-size-fits-all security approach of other security providers. Instead, G4S Wackenhut offers several distinct levels of security officer service, depending on our customers' needs. All of our security officers are trained and equipped for the specific customer sites at which they provide service, so they are prepared for any security situation that may arise. Several levels of service are described below.

Upgraded Security Officer (USO) – for all security officers (non-supervisory)

Customers whose security needs fall within the CPO parameters may select Upgraded Security Officer service when budgetary constraints are the driving factor.

All USO personnel must meet the following:

- ◆ Must be at least 21 years of age;
- ◆ Some exceptions under 21 years of age must be approved by G4S Wackenhut Management
- ◆ High school graduate, and/or graduate of accredited college or university with an AA Degree or higher with a concentration in criminal justice, police science or security administration;
- ◆ 1 to 3 years security experience
- ◆ Meaningful employment history

The Role of the G4S Wackenhut Security Officer:

- ◆ customer service;
- ◆ act as a visible deterrent to crime;
- ◆ increase security awareness at all levels;
- ◆ control access to building(s) by enforcing employee identification procedures, i.e. photo identification badges and/or access cards;
- ◆ update authorized access lists as needed;
- ◆ maintain visitor and contractor sign-in logs;
- ◆ monitor CCTV equipment, fire panels and alarms;
- ◆ respond to alarms;
- ◆ patrol exterior of building (depending upon the size of the property, a combination of foot, bike and mobile patrols may be recommended);
- ◆ guard against and inspect for vandalism, intruders, illegal entry, theft, loitering, and parking violations;
- ◆ patrol interior portions of the building(s);
- ◆ enforce rules and regulations;
- ◆ prepare written incident reports for any thefts, injuries, or unusual events;
- ◆ report hazardous or unusual conditions or malfunctions observed;
- ◆ attend periodic security/safety meetings;
- ◆ assist in emergency planning;
- ◆ establish professional relationship with local law enforcement.

Professional Appearance

Appearance of personnel is important to the credibility of any security program. To insure that all personnel meet our strict appearance standards, G4S Wackenhut has developed and maintains a uniform appearance program well above the "security guard" standard.

Uniforms

A complete complement of uniforms is issued to all personnel at no cost or deposit. They are expected to maintain their uniforms in a neat and orderly manner at all times.

Inspections

Part of our commitment to the security program is to conduct random, on-site visits. All personnel will be evaluated for uniform appearance on a continuing basis.

Customer Feedback

In addition, G4S Wackenhut welcomes customer interaction and input on the appearance of our personnel. Should an officer not meet the appearance standards we have promised our customers are encouraged to notify the office.

USO TRAINING PROGRAMS

G4S Wackenhut Training Institute: Our Corporate Training Library:

G4S Wackenhut brings you the best in security training and training support. G4S Wackenhut is committed to career-long learning, as evidenced by the fact that many of our training programs are value-added. At the hub of our training services is G4S Wackenhut Training Institute (WTI), our corporate university. Our 181 training programs (learning programs [LPs] and workbooks [WBs]) are available in traditional printed format. They are also available on-line for downloading for *just-in-time* training at any time via the *Training Services Intranet*. *WTI-On-Line* is an Internet portal that provides an additional 104 Microsoft-based programs for on-the-job study.

G4S Wackenhut leads the industry in quality training. For example, we:

...are the only security company whose training is ISO-9001:2000 registered.

...have forged relationships with outside institutions of higher learning to provide objective review and authentication of our training programs. (Our partners in training and education are the University of Maryland and the American Council on Education. Our relationships with them are detailed later in this section.)

...are unique in our research and identification of specific learning styles characterizing 67% of our security employees, and developing a related model for competency-based training.

...are the only security company whose corporate university was selected twice for 5-year periods to research, develop and present training to the 650-member in-house guard force of the Smithsonian Institution at its facilities in Washington, D.C., and New York City.

...are the only security company to have been selected to provide training materials for the security guard curriculum in place at Job Corps Centers of the U. S. Department of Labor throughout the nation.

...are the single security company selected to develop a state-wide mandatory training program for all security companies in a state –North Carolina.

All of this translates to one basic fact: When you hire G4S Wackenhut, you get quality training! What's more, we are not satisfied simply to tell you about our training. (Anybody can do that!) Rather, we invite your contract oversight personnel to visit our training sessions unannounced at any time, inspect our instruction materials and speak with our instructors and students about the training. Further, all training records (i.e., documentation of training) are open to your inspection at will.



ISO 9001:2000 Certified



Training Magazine Top
 125 of 2007 & 2008



The following paragraphs will tell you what programs we propose for training at **The Public Service Commission**. We will explain how we analyze training needs, and we will give you an overview of our Corporate Library, the largest compendium of training support resource materials in the industry. Most importantly, we will tell you how we intend to provide initial and on-going training to the personnel who will provide quality security services to your organization.

Our Hiring Procedure

Each potential applicant is given a form listing the basic qualifications for the position for which the individual is applying. If the individual deems him or herself qualified, the individual signs the form and, if the person is otherwise a viable candidate, the application process begins. More information can be found in the selection and screening portion of the proposal.

Post-Hire General Training Procedures For All Accounts. **General Duties and Responsibilities of Security Officers**

All security personnel assigned to your account will participate in this training program. Students are tested on the contents of this program, and test scores are documented in the individual's training record.

All Personnel Receive Security Officer Handbook Familiarization & Testing

Once hired, each new employee is given a copy of the G4S Wackenhut *Security Officer Handbook*. This publication provides general information relating to the company, progressive discipline and rules of conduct. After the new team member has had an opportunity to study the booklet, we administer a test on its content. We place the completed answer sheet in the team member's personnel file and enter the examination results on the *Training Report for Security Officers*.

All Personnel Receive Safety Handbook Familiarization & Testing

The *G4S Wackenhut Safety Handbook* is a 94-page booklet covering subjects such as: Accident and injuries, drugs and alcohol, emergency response, First Aid, hazard communications, lifting, lock-out/tag-out, personal protective equipment, slips and falls, traffic control and workstation ergonomics. All new hires are required to study this book and be tested on its contents. They retain a personal copy of the handbook and a pocket reference card with emergency response information.

All Personnel Receive Sexual Harassment Training

All personnel will receive sexual harassment training. Sexual harassment, whether it occurs between a supervisor and a subordinate or between co-workers, cannot and will not be tolerated by G4S Wackenhut. Sexual harassment is a violation of Title VII of the Civil Rights Act of 1964 and it is against our policy for any employee, male or female, to sexually harass others. All security personnel assigned to your account will receive training on this topic before going on-site.

Legislated Training

All security assignees will successfully complete any state-legislated training requirements for contract security officers prior to consideration for placement at the medical center. G4S Wackenhut training standards typically meet or exceed all legislated training requirements and we have approved materials for conducting these programs. These programs are even more enhanced by contract-specific training.

Pre-Assignment General Training

Our basic training programs are available in varying time blocks and designed to meet the individual needs of each of our customers and their sites. The outline on the following page lists the subjects and denotes the programs (blocks of instruction) covering those subjects. We have programmed a 40-hour course for **The Public Service Commission** however, we would be glad to customize the course content and adjust the hours that we have programmed, if necessary.

Post-Hire The Public Service Commission: Specific Training

Initial Security Personnel Training includes 20 hours classroom + On the Job Training. All assignees will receive pre-assignment training based on the following curriculum. Please see the end of this section for a description of training modules used in this program.

All of G4S Wackenhut training ends in testing. OJT testing requires demonstration of task accomplishment. Training records are always available to your inspection, and classes are open to you at any time.

The Public Service Commission New Hire Training Course
(20 Hours of Classroom Instruction)

SUBJECT	HOURS OF INSTRUCTION
INTRODUCTION <ul style="list-style-type: none"> ◆ Serving the Security Customer (LP-63) ◆ Communication (LP-17) ◆ Safety Handbook and Exam ◆ Security Handbook and Exam 	2
BASIC PREPAREDNESS <ul style="list-style-type: none"> ◆ Basic Duties of Private Security Personnel (LP-1) ◆ Shift Work, Sleep and Alertness (LP-33) ◆ Techniques of Effective Patrol (LP-6) ◆ Protective Alarm Systems (29) 	3
LIFE SAFETY <ul style="list-style-type: none"> ◆ Fire Detection, Suppression, and Life Safety (LP-25) ◆ Accident Prevention and Investigation (LP-32) ◆ Emergency Response (LP-52) 	3
LEGALITIES <ul style="list-style-type: none"> ◆ Legal Authority of the Security Officer (LP-3) ◆ Powers of Arrest (LP-38) ◆ Search and Seizure (LP-5) ◆ Protecting Crime Scenes and Preserving Evidence (LP-4) ◆ Fundamental of Personal Security (LP-50) 	4

<p>PROFESSIONAL COMMUNICATIONS</p> <ul style="list-style-type: none"> ◆ Human, Public, and Media Relations (LP-2) ◆ Field Note-Taking (LP-22) ◆ Report Writing (LP-7) ◆ Two-Way Radio Operations (LP-14) ◆ Telephone Procedures and Etiquette (LP-13) ◆ Security Interviewing Techniques (LP-56) 	3
<p>PHYSICAL SECURITY</p> <ul style="list-style-type: none"> ◆ Access Control (LP-18) ◆ Protective Alarm Systems (LP-29) ◆ Crowd Management (LP-9) ◆ Bomb Threats (LP-8) ◆ Traffic Control (LP-12) ◆ Controlled Substances (LP-44) ◆ Special Event Security (LP-55) ◆ CCTV (LP-69) ◆ Urban Terrorism (LP-86) 	4
<p>INTERPERSONAL RELATIONS</p> <ul style="list-style-type: none"> ◆ Effective Assertion (LP-72) ◆ Private Security and Police Relations (LP-58) ◆ Abnormal Behavior (LP-35) ◆ Violence in the Workplace (LP-53) ◆ Cultural Diversity (LP-54) 	2

On-The-Job-Training

Eight (8) hours of on the job training (OJT) will be provided for all security personnel. This type of training is most effective because the employee learns and develops the skills under actual working conditions while training under an experienced OJT instructor. Rather than dealing with concepts and theories, the employee learns and develops actual skills on the job.

Annual Refresher Training

All assignees will receive refresher training. Subject matter for this training will consist of topics imperative to the security function and security policies and procedures. We will utilize the most appropriate learning modality for annual training, supported by WTI's 98 security-subject learning programs, 84 workbooks, and myriad training support materials in our Corporate Library. Team members will also receive quarterly continuing education *Focus* publications described later in this section.

Value-Added Training:

Value-added training is training we add to the contract at no additional labor costs. This training is done as on-the-job training (OJT) in a manner that does not interfere with security duties.

Supervisor Leadership Training Program 80-Hour

Each supervisor will be encouraged to complete the *G4S Wackenhut Leadership Manual* course within six months of assignment as a supervisor. The University of Maryland recognizes this self-study program as an 80-hour course and will award the student eight continuing education units (CEUs) upon completion of the course. The subjects covered are reflected in the chapter titles listed below:



- ◆ Role of the security leader
- ◆ Transition from team member to team leader
- ◆ Traits of successful leaders
- ◆ Time and task management
- ◆ Safety and loss prevention
- ◆ Quality in decision making
- ◆ Interpersonal communication
- ◆ Employee relations
- ◆ Customer relations
- ◆ Change management
- ◆ Shift work, sleep, and optimum performance
- ◆ Substance abuse
- ◆ Stress management
- ◆ Police, community, and media relations
- ◆ Interviewing techniques (recruiting, hiring, and selection)
- ◆ Motivation, self-image, and success
- ◆ Team building
- ◆ Equal employment opportunity and the quality of work life
- ◆ Coaching and counseling
- ◆ Evaluating performance
- ◆ Progressive discipline
- ◆ Conflict resolution
- ◆ Dealing with abnormal behavior
- ◆ Ethical conduct
- ◆ Serving the security customer
- ◆ Career development

Continuing Education

A minimum of one hour per month of in-service training will be provided to the security personnel who staff this account. Materials for this training will consist of on-going review of **The Public Service Commission's**, security policies and procedures as cited and/or generic security and teamwork training materials obtained from G4S Wackenhut Training Institute. We will utilize the most appropriate learning modality for this training, reinforced by our 98 security-subject learning programs, 84 workbooks, and myriad training support materials from our Corporate Library. This training will also include continuing education brochures that are mailed to individual team members quarterly. These *Focus* publications are described later in this section.

On-Going Continuing Education

Continuing education is a hallmark of G4S Wackenhut training. We believe that training without reinforcement is ineffective. We have already established that each assignee will complete minimum of one hour of in-service continuing education each year. Each quarter security team members will receive *Focus on Security*, a publication designed to reinforce the security mind-set by presenting different aspects of security in each edition. Security supervisors will receive *Focus on Leadership*, a brochure designed to

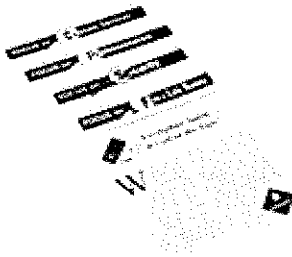
Focus On Security

Focus On Leadership

Focus On Fire & Life Safety

Focus On Customer Service

Focus on Training Best Practices



address specific supervisory issues in a security context. *Focus on Fire and Life Safety* will be provided to each security employee with a fire response mission above the incipient level, such as the Fire Systems Administrator. The Training Officer will receive *Focus on Training Best Practices*.

Finally, each G4S Wackenhut employee will receive a copy of *Focus on Customer Service*, underscoring the fact that quality customer service is what we are all about.

The Corporate Library, described later in this section, exists to support our training. This lending library allows our employees and customers to order myriad training materials — from videos to written training manuals and role-plays, for on-site use. Training advisors from G4S Wackenhut Training Institute remain ready to assist in selecting titles and designing programs. Our *Training Services Line* exists for this purpose: 1-800-506-6265.

Many of the materials (Corporate Library contents, research databases, lesson plans, workbooks, etc.) are available online to G4S Wackenhut personnel through the *Training Services Intranet*. This is also detailed later in this section.

Long-term Value Added Training Options:

G4S Wackenhut is a *learning organization* and, as such, we are committed to providing career-long learning options to our team members. Although we absorb the cost of these programs, they result in job satisfaction, retention and continuing professionalism; therefore, we consider it a wise investment on our part. Some of these programs are described below.

Professional Development Programs

Professional development training is accomplished through the provision of task-related training programs and materials provided by G4S Wackenhut Training Institute through the Corporate Library. Such training may be formal or informal. Professional development programs are essential components of our continuing education curriculum. Although training consultants remain available to design *ad hoc* programs to meet emerging training requirements, professional development programs are used to sustain a security mindset through which security personnel develop overall skills relating to the provision of security services. Two optional programs are:

Professional Development Program for Security Officers

In this program, security officers self-study at least 38 security subject workbooks. The workbooks are designed to lead them from the basics to advanced topics in security. Although workbook titles are presented in a generic and graduated sequence, the program may be redesigned to better meet site specifics.

Professional Development Program for Security Supervisors

The program for security supervisors is more challenging than that of the security officers. This program requires self-study of at least 32 security-subject learning packages (LPs) and completion of the *Leadership Manual Course*. (Learning packages and workbooks are written at language and syntax levels commensurate with target audience comprehension levels.)

The professional development process is on-going. Participants who complete the program are given unique uniform insignia reflecting their achievement and their names appear in the company publication, *Pipeline*. They also receive authorization memoranda to send to the University of Maryland for continuing education units.

To remain in the successful completion category, participants must continue to demonstrate superior performance on the job. Performance evaluations and completed worksheets are the criteria we use to evaluate participant eligibility in this category.

WTI's Relationship with Educational Institutions/Organizations

The University of Maryland University College regularly reviews G4S Wackenhut training programs and awards continuing education units (CEUs) and continuing professional education credits (CPEs) to participants. For example, the Leadership Course awards 8 CEUs or 80 CPEs. Other recommended programs, such as the Professional Development programs and our Violence in the Workplace seminar also receive CEUs/CPEs from Maryland.

The American Council on Education (ACE)

The ACE was chosen for partnership with G4S Wackenhut because colleges and universities overwhelmingly accept its recommendations – has conducted comprehensive evaluations and continues to audit materials and associated programs developed by G4S Wackenhut Training Institute with a view towards recommending full college credit for our programs. To date, ACE recommends full college credit for six security related programs, as follows:

Course Title	Description and Accreditation Recommendation
Introduction to Facility Security Officers' Duties and Responsibilities	4 semester hours in Private Security, or Security Administration at the lower division, Associate, or Baccalaureate degree level
Leadership Skills for Security Supervisors	3 semester hours in Management at the upper division, Baccalaureate degree level
Certification Course for Armed Private Security Personnel	3 semester hours in Criminal Justice at the lower division, Associate, or Baccalaureate degree level
Patrol Procedures	3 semester hours in Criminal Justice, Law Enforcement, or Security Administration, at the lower division of the Associate or baccalaureate degree level
Patrol Supervision	3 semester hours in Criminal Justice, Law Enforcement, or Security Administration at the upper division, Associate, or Baccalaureate degree level
Technical Skills for Security Supervisors	3 semester hours in Criminal Justice, or Security Administration at the upper division, Baccalaureate degree level

On-line Training Resources

G4S Wackenhut Training Institute hosts the **Training Services Intranet**, a service that allows G4S Wackenhut field sites to download training materials on a real-time basis.

Descriptions of all learning programs (LP) include the following:

- ◆ 98 security-subject comprehensive learning programs + 84 security workbooks
- ◆ The Corporate Library Guide
- ◆ Database of security-related magazine articles featuring the latest in security techniques, opinions, and equipment
- ◆ Database of security litigation-related articles appearing in the law press
- ◆ Database of training techniques, transfer-of-learning methodologies, and research appearing in the training press
- ◆ Overview of our relationship with our partner in adult training, the University of Maryland, through which many of our programs receive continuing education units (CEUs)
- ◆ Overview of our relationship with the American Council on Education through which G4S Wackenhut courses are recommended for full college credit
- ◆ The latest issues of our continuing education publications, and an order list of past issues. These include *Focus on Security*, *Focus on Customer Service*, *Focus on Custom Services*, *Focus on Professionalism*, *Focus on Leadership*, *Focus on Sales*, and *Focus on Fire and Life Safety*.
- ◆ Details covering the following courses for which CEUs are granted: Leadership Manual Course, Project Manager Distance-Learning Program, the Supervisor's CD-ROM Training Program, the Safety Training Program, and Professional Development Programs for Security Officers and Security Supervisors.

The **Training Services Intranet** is available 24-hours a day and is updated once a week. This means that our field offices have immediate access to the most comprehensive training resources in the industry. Further, it satisfies the just-in-time training concept by bypassing an ordering procedure and obtaining required research and training materials when they are needed. Our customers may access this intranet; however, given copyright restrictions, the service must be accessed from the nearest G4S Wackenhut office.

G4S Wackenhut Training Institute also provides 104 on-line interactive courses for on-the-job completion. These Microsoft-based programs are on our WTI-on-line site at URL www.propoint.com/clients/G4S Wackenhut.

Corporate Library

G4S Wackenhut's Corporate Library is the largest lending library in the security industry. G4S Wackenhut personnel and clients throughout the world may access it through a toll free number at any hour. It may also be accessed via our *Training Services Intranet*. Materials may be ordered on loan. This ensures *just-in-time* training, training that meets operational needs as they emerge. Over 1,500 security industry related videotapes are available, as are experiential learning exercises, case studies, instructor reference manuals, books, overheads, audio-tapes, computer-based-training modules, CD-ROMs, and more. A Corporate Library Guide is widely distributed throughout the organization to facilitate identification and ordering of training support materials.



Research Databases

A major function of G4S Wackenhut Training Institute is to conduct research on the latest trends in the worlds of security and training. To this end, the Institute maintains comprehensive databases of related articles appearing in the security, legal and training media. This information assists us in keeping our training current. It has also proven to be of immense value to our customer base, especially in times when information on the latest in technologies is needed in a hurry. Information from our research databases is a value-added service of G4S Wackenhut.

The Security Database: Contains security-related articles dating from 1984 to present. This database is especially useful in identifying current best practices. Over 5,000 articles are catalogued in the database.

The Training Database: This database consists of articles on the latest training methodologies and resources cited in the training press. It is of particular use to training program developers and platform trainers. Over 1,800 articles are in the database.

The Litigation Database: This database, also useful in training program development, is intended to assist trainers in identifying the legal implications relating to specific security roles. The information assists us in preparing *real life* case studies for training programs. Over 1,200 cases are cited.



Descriptions of Learning Programs (LP) For The Public Service Commission Program

Abnormal Behavior (LP-35)

This presentation begins with a discussion of what is and is not considered normal behavior. It goes on to describe conditions that may make an otherwise normal person exhibit abnormal traits (e.g., substance abuse, job termination, etc.). Points discussed are the security provider's responsibility in handling a mentally disturbed person, indications of mental illness, the psychopathic personality, the alcohol abuser, the mentally challenged, and problems that cause temporary disruptive or unpredictable behavior.

Access and Key Control (LP-18)

The main job performed by security at most facilities is access control. This program deals with that and a related subject, key control. Emphasized are the types of access control devices that the security provider can expect to encounter, types of keys, and variations in card access systems, and fundamental security provider responsibilities related to the access control function.

Accident Prevention and Investigation (LP-32)

This program underscores the importance of a safe environment and the moral, legal, economic, ergonomic, and human relations' aspects relative to it. Students learn how to measure the costs of accidents, how to prevent them, how to respond, and how to investigate root causes. The program contains a segment on accident investigation.

Basic Duties of Private Security Personnel (LP-01)

The audience for this publication is newly hired security personnel who are also new to the profession. Major topics are: introduction to the profession, the ambassadorial role of security providers, access control, the importance of projecting a positive, can do image, ethics, commitment to career-long learning, and an introduction to fundamental duties including limits to authority, patrol, patrol field notes, report writing, and conduct on post. Also discussed are police and community relations, substance abuse, hygiene, diversity and harassment, and the importance of quality customer service to the internal or external customer, fellow team members and our clients, their customers and visitors, respectively. A Security Officer Code of Ethics is included as a handout.

Basic Emergency First Aid (LP-36)

This program is intended to familiarize the security provider with life saving techniques and the identification of life threatening symptoms. It guides the student through a calm, professional approach for these situations. This course is not intended to certify students in formal life saving techniques, but to assist them by providing basic responder information.

Bomb Threats (LP-08)

This program provides comprehensive coverage of an increasingly dangerous trend, bomb threats! Bomb familiarization and classifications begin the presentation, which then goes on to discuss the concepts of target hardening and bomb incident planning. Next discussed are the various forms threats can take and how to react to them. The security officer's role in bomb searches (i.e., observation from a distance) is highlighted, and the role of bomb squads is explained. Handouts include suspicious mail and bomb threat checklists, and letter and package bomb indicators.

Crowd Management (LP-9)

Nobody manages crowds better than Disney! Disney techniques were benchmarked in the research for this program. Discussed are types of crowds, advance planning for crowd management, how to communicate with crowds, effective assertiveness, and special crowd management challenges such as picket lines, special events, and protesting.

Effective Assertion (LP-72)

Enforcing security rules is a major challenge for any security provider. Doing so and leaving the customer satisfied is even more difficult, yet it can be done. This program begins by taking a good look at the potential assertion challenges that security providers might expect to encounter. It then clearly distinguishes assertion from aggression. The learners are given information relative to effective use of assertion. They practice assertive techniques including verbal diffusion of hostile behavior, and learn to read and interpret body language in confrontational situations. Words and expressions that have the potential for escalating confrontations are discussed and aggression management strategies are explained.

Emergency Response (LP-52)

This program highlights security officer responsibilities relative to emergencies and disasters. Discussed are activities relative to preparation for emergencies, activities during the emergency, and dealing with the aftermath of tornadoes, hurricanes, earthquakes, fires, bomb threats, floods, civil disturbances, or medical emergencies. Evacuation procedures are highlighted. Pro-action is the theme.

Field Note-Taking (LP-22)

Taking security notes while on patrol or at fixed posts in the field is basic to good security. It is also preliminary to good report writing. This presentation addresses the purpose of security notes, characteristics of good security field notes, what should be in a security field notebook, and how note-taking links to effective report writing. It emphasizes the benefits of good security notes for reference in court.

Fire Detection, Suppression, and Life Safety (LP-25)

Fire and life safety is a fundamental subject for security providers. This program begins by emphasizing that point, and then moves on to a discussion of combustion and the necessary ingredients of a fire. Security provider responsibilities are outlined next, from fire prevention to extinguishing incipient fires, and salvage work. The theme of the program is prevention; nevertheless, the program emphasizes extinguishing methods, types of extinguishers, and extinguisher markings. Unusual types of fires are cited, such as sodium and acid. The program culminates with a discussion of fire fighting equipment, notifications to persons in danger, and evacuation.

Human, Public, and Media Relations (LP-02)

This learning program focuses on effective interpersonal relations. Discussed are attitude projection, how positive self-talk can improve one's attitude, how to read and use body language, the role of perception in interpersonal relations, Transactional Analysis, ethics in interpersonal relations, cultural diversity, and media relations

Information Protection (LP-19)

It is information that allows businesses to stay one step ahead of competitors. Keen competition has led to the creation of competitive intelligence units to collect data on rival companies, sometimes using espionage and intelligence collection techniques used by government intelligence operations. Other collection methods vary from tapping into public sources, site surveillance, and, in extreme cases, outright theft. This learning program provides information that will enable the security provider to understand the categories and classifications of protected information, the steps in the intelligence collection process, the purpose of competitive intelligence, the methods of industrial espionage, and what countermeasures are available to combat information theft.

Legal Authority of the Security Officer (LP-03)

This is the most important basic subject for security providers. It deals with the limits to authority that effect all private citizens and underscores the fact that, unless deputized, private security officers have no extraordinary powers under the Constitution. Citizen's arrest, types of crimes and response to crimes in progress are presented in context with the security officer's limited authority.

Powers of Arrest (LP-38)

This program builds on the information presented in LP-3. It deals with probable cause, the legalities of arrest, constitutional guarantees of the arrestee, use of force, and related subjects. This program is written at a higher level than LP-3 and should be taught by an instructor with advanced knowledge and/or training in the subject of arrest and citizens' rights.

Private Security and Police Relations (LP-58)

This program of instruction is designed to acquaint the security provider with the importance of developing and maintaining good working relationships with local law enforcement. Emphasizing teamwork, it covers the roles of both the private security provider and law enforcement in responding to crimes in progress and other aspects of protective service. Special emphasis is placed on the differences with respect to the extent of legal authority possessed by private security and the police. Barriers to effective work interface are examined at length, as are the benefits to private security of establishing a good working relationship with law enforcement.

Protective Alarm Systems (LP-29)

Today's internal and perimeter alarm systems are highly complex. A security professional must be able to work in concert with them, though never totally rely on them. In this program, the student learns about a number of specific alarm systems and how they operate and interface. The program finalizes with an overview of security provider responsibilities associated with alarm monitoring and response.

Protecting Crime Scenes and Preserving Evidence (LP-4)

The major focus of this learning program is how the security officer can be effective in protecting a crime scene in anticipation of the arrival of law enforcement or other competent authority. Sub-topics include evidence processing and preservation, highlighting chain-of-custody requirements.

Report Writing (LP-07)

This is a fundamental topic in security. In this program the learner receives a grammar overview and learns the five elements of reports, the characteristics of well-written reports, how to incorporate patrol notes into reports, and how to produce outlines, rough drafts, and final reports. The program familiarizes the learner with the types of reports common to the security industry. Handouts include tips on punctuation and capitalization, grammar guides, and proper verb usage.

Search and Seizure (LP-05)

This is also a subject of fundamental importance to security providers. Segments include a review of constitutional protections afforded especially by the 4th and 5th Amendments to the Constitution of the United States of America. Also discussed are client-requested searches, searches incidental to arrest, implied consent as a condition of employment, and searches of persons and vehicles.

Security Interviewing Techniques (LP-56)

This program provides basic information and training on how to conduct security interviews. Interrogation is clearly distinguished from security interviewing, as the former is a function of law enforcement. Students learn the four basic steps of the interviewing process— establish a rationale for the interview, use the proper approach, gather all pertinent facts, and take appropriate action. They also learn how to deal with reluctant interviewees, how to interact with hostile interviewees, and how to maintain control of the interview through effective human relations.

Serving the Security Customer (LP-63)

Security is a people business. This program imparts a basic overview of the importance of effective and appropriate customer service within the industrial security context. It emphasizes the importance of knowing your job and clearly understanding that the job is being done for people. Thus, knowing how to interact with people is highlighted. The focus is on serving the internal customer well as a means to ensuring that the external customer is served well. Statistical indicators of customer satisfaction are presented and a six-step process for resolving customer issues is covered. Participants learn techniques such as brainstorming and cause-and-effect analysis for exploring ways to ensure not just good customer service, but exceptional customer service. The program uses case studies of security industry situations.

Shift Work, Sleep, and Alertness (LP-33)

This presentation begins by describing the sleep process and cycles. The concept of biological clock and its affect upon shift workers is detailed. Students learn why we need sleep and what research tells us happens when we do not get an ample amount of it. Links between nutrition and health, and food and sleep are covered. The program culminates by providing tips on how one might improve the sleep process, thereby improving one's vigilance on the job.

Techniques of Effective Patrol (LP-6)

Every security provider performs patrol. This is a basic module covering the purposes, objectives, and types of patrol. It also covers patrol techniques, patrol tours, how to conduct vehicular and foot patrols, and tour authentication methodologies such as proximity readers and watchclocks.

Telephone Procedures and Etiquette (LP-13)

Security providers not only communicate among themselves, they communicate with external customers as well. Some of this communication is telephonic. What's more, security personnel increasingly are filling a role of security receptionist. This program provides basic training on telephone etiquette—answering phones, speaking distinctly, etc.—and maintaining cordial and business-like conversations. All of this is presented in the context of the security role.

Two-way Radio Operations (LP-14)

Radio and tactical telephone use is common in the security industry. Cell phones are the newest subscribers to the complex world of verbal communications. This program covers basic radio communications, including FCC regulations, radio care and use, microphone techniques, standard personal and vehicular descriptions, the phonetic alphabet, 24-hour time, the APCO 10-signal series, and Q signals relevant to the security industry.



Do you know that G4S Wackenhut.....

- ... is the only security company whose corporate university was selected twice (for five-year periods) to research, develop, and present training to the 650-member in-house guard force of the Smithsonian Institution at its facilities in Washington, D.C., and New York City.

SAFETY FOCUS: TRAINING & CULTURAL INTEGRATION

Enhanced Safety Program

Due to the fact that safety is an integral part of security services, G4S Wackenhut has enhanced its formal safety program that provides standard safety training for all security officers and employees. The program elements include:

- ◆ Safety materials such as the Safety Road Map Manual, Safety Handbook (and exam), Passport to Safety and various acknowledgment forms.
- ◆ Defined roles and processes (i.e. safety committees)
- ◆ Standardized safety training (Topics: Accident and Injury Reporting, Bloodborne Pathogens, Driver Requirements, Drugs and Alcohol, Emergency Response Planning, Fire Protection & Prevention, First Aid Procedures, Hazard Communication, Lifting/Material Handling, Lock-Out/Tag-Out Procedures, Personal Protective Equipment, Slips and Falls, Traffic Control, Workstation Ergonomics)
- ◆ Goals
- ◆ Measurement process
- ◆ Safety Reward Program
- ◆ Incorporates the physical security survey
- ◆ Senior management support

Safety Industry Standards: All components of G4S Wackenhut's safety program meet the guidelines and regulations of The Occupational Safety Health Administration (OSHA). G4S Wackenhut also fully supports and complies with all safety-based consensuses such as National Fire Protection Association and American National Standards Industry, recognized by OSHA.

Safety Program Highlights:

- ◆ Employee Safety Handbook and Test
- ◆ Defensive Driving Techniques
- ◆ Monthly Safety Newsletter
- ◆ Customer-specific safety programs
- ◆ Monthly Safety Committee Meetings
- ◆ Incentive and Reward Programs
- ◆ Behavior-based safety training
- ◆ On-site safety audits
- ◆ Job Hazard Analysis
- ◆ Accident Investigation
- ◆ Return-to Work Program

Employee Safety Handbook

Upon hire, all employees must review the Employee Safety Handbook and receive a passing score on the associated test. The following safety topics are components of the safety handbook:

- ◆ Accident and Injury Reporting
- ◆ Bloodborne Pathogens
- ◆ Driver Requirements
- ◆ Emergency Response Planning
- ◆ Fire Protections/Prevention
- ◆ First Aid Procedures
- ◆ Hazard Communications

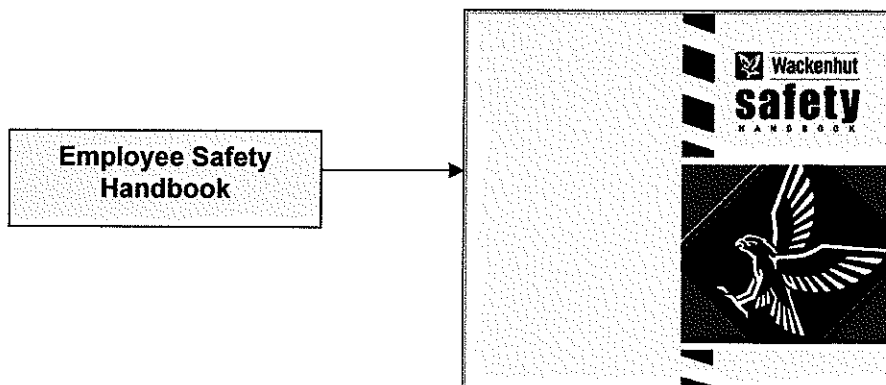
- ◆ Lifting – Material Handling
- ◆ Lock-out/Tag-out Procedures
- ◆ Personal Protective Equipment
- ◆ Slips & Falls
- ◆ Traffic Control
- ◆ Workstation Ergonomics
- ◆ Drugs & Alcohol

Safety Training

All security personnel are required to complete basic safety training upon hire, and also receive site specific safety training based on the various conditions at the job site. For on-going training, a comprehensive library of safety topics is available through the G4S Wackenhut Training Institute (WTI) to all security personnel and management. These courses include self-study supervisory training modules, as well as safety program videotapes that are applicable to all employees. Likewise, if a customer has existing safety policies and requirements, G4S Wackenhut can adopt and incorporate those policies per the customer request.

Safety Leadership

The commitment to safety is exhibited by the top-down management and leadership approach beginning with the Chairman & Chief Executive Officer. All safety efforts are supported by all levels including, headquarters, regional and local management. While General Managers are responsible for implementing and executing safety measures at the local level, a full-time Director of Safety at the corporate headquarters supports and drives many safety initiatives for the corporation.



EMPLOYEE BENEFITS PROGRAM

Vacation

Full-time employees will receive one week (40 hours) of vacation after 12 months of continuous service. Two weeks (80 hours) are earned after five years of service. Three weeks (120 hours) are earned after ten years of service.

Holidays

A minimum of six holidays annually, paid to full-time and part-time personnel at time-and-one-half for hours worked. G4S Wackenhut recognizes the following holidays:

New Year's Day	Labor Day
Memorial Day	Thanksgiving Day
Independence Day	Christmas Day

Supplemental Life Insurance

G4S Wackenhut employees can purchase up to an additional \$40,000 in life insurance, in \$10,000 increments, and pay the additional premium (premium costs are based on age) through payroll deductions.

Accidental Death & Dismemberment Insurance

G4S Wackenhut personnel who are not covered by another life insurance plan offered by the company will be entitled to occupational accidental death and dismemberment insurance in the amount of \$5,000.00.

Retirement Plan

G4S Wackenhut has a 401(k) Plan through which qualified employees may elect to contribute 1% to 40% of their compensation on a pre-tax basis. This plan offers an employee the opportunity to save for retirement with current tax-deferral advantage. This plan is not available to employees who are considered highly compensated under ERISA. The 401(k) Plan allows employees to take loans from their Plan accounts with the obligation to repay those loans through convenient payroll deductions.

U.S. Savings Bonds Payroll Savings Plan

G4S Wackenhut employees are able to purchase Series EE U.S. Savings Bonds through payroll deductions. The bond denominations available for purchase are \$100, \$200, \$500 and \$1000.

Tuition Assistance

Tuition assistance is available, when provided for in the contract, to full-time security personnel who have completed 90 days of uninterrupted employment. Courses must be job-related and taught by an accredited college or university. Tuition assistance amounts may vary and are reimbursed based on the grade achieved. If desired by **The Public Service Commission**, G4S Wackenhut can provide this benefit and direct bill, as incurred.

Direct Deposit

G4S Wackenhut is pleased to offer the convenience and safety of direct deposit of paychecks for our employees.

Eastern Financial Federal Credit Union

G4S Wackenhut employees are eligible to join the Eastern Financial Federal Credit Union that ranks among the top 25 credit unions in the nation. A full-service financial institution with over \$1 billion in assets and more than 155,000 members, our employees will be able to take advantage of the many services offered, such as checking, savings and investment accounts; mortgage, auto and student loans; credit cards, etc. Services can be accessed using various methods, to include Bank-By-Phone, ATM cards, and Eastern online internet banking.

Employee Discount Programs

G4S Wackenhut's Human Resources department maintains an employee discount program that offers the following:

- ◆ **Bank Discounts:** Special savings on financial services are offered through Bank of America and Wachovia.
- ◆ **Vehicle Purchase Program:** Through its relationships with automotive manufacturers, G4S Wackenhut is able to offer its employees the ability to purchase vehicles at a savings through a hassle-free, streamlined process.
- ◆ **Home Buying Assistance:** Fannie Mae and GMAC Mortgage & Real Estate Services offer timesaving applications, discounts and savings on home mortgages as well as other discounts and cash-back opportunities.
- ◆ **Computers:** Dell Computers offers discounted products, shipping and services.
- ◆ **Cell Phone Services:** scouted cell phone services are offered through Cingular, Verizon and Sprint Nextel.

Uniforms and Accessories

G4S Wackenhut will provide all required uniforms, including appropriate foul weather gear, at no cost to the security officer. Security officers are issued a uniform allotment that meets or exceeds the rigors and demands of the assignment.

Incentive Programs

Career Development Program

G4S Wackenhut maintains a program that develops and trains field personnel at all levels to encourage advancement and promotion through various levels of operation within the company.

Service Award Program

G4S Wackenhut offers an attractive service award program as a tribute and expression of gratitude for the valuable contributions and loyalty that our long-term employees have shown to the company. The service milestones are in five-year increments as they reach their anniversaries with G4S Wackenhut. Gifts vary, based on length of service, from service pins to mantle clocks to gold rings and watches

Special Recognition Awards:

- ⇒ The Certificate of Achievement is awarded for the successful completion of a G4S Wackenhut Training Institute Program
- ⇒ The Certificate of Appreciation is presented in response to a letter of commendation for a job well done or for performance of a valued act of service for the customer or G4S Wackenhut.
- ⇒ The Certificate of Recognition is presented in recognition of unusual and outstanding service, and for courage and initiative.
- ⇒ The Certificate of Distinction is presented for the performance of an act of valor above and beyond the call of duty; an act that reflects great credit on the individual, the customer, and G4S Wackenhut.
- ⇒ The W-Valor Award may be presented to employees who have received a Certificate of Distinction and are eligible for this prestigious award
- ⇒ The Employee of the Quarter/Year Award is a program of recognition administered on a corporate-wide basis.

Full-time vs. Part-time Employees

Full-time is defined as employees who work a minimum of 40 hours per week. We typically utilize full-time employees and, depending on the schedule, utilize some part-time personnel. While part-time employees will not fully participate in the fringe benefit program, they will be paid similar wages and are eligible for Starbridge supplemental health insurance plans. They will also be provided uniforms at no cost or deposit and will be paid time and one half for hours worked on holidays.

Grandfathering of Incumbent Personnel

Incumbent employees that may be retained will be grandfathered for group insurance purposes. This means we will count prior service toward the standard 90-day waiting period for the group insurance.

EMPLOYEE RETENTION (TURNOVER)

Employee Retention

One of the most important aspects of a successful contract is the stability of the security force, which is directly tied to retention. Our employee retention strategy begins with the hiring of employees that meet Wackenhut and customer-specific standards. The first aspect to promoting retention is to align pay rates with local labor market conditions and customer-specific qualification requirements. Area wage surveys are conducted on a regular basis and, whenever possible, Wackenhut pays its security personnel above average wages in an effort to promote retention and limit turnover. After the pay rate, the employee benefits package plays the most important role in the overall satisfaction of employees and ultimately the retention rate. The combination of an above average pay rate and a quality benefits package helps us attract and retain a motivated and qualified security force.

We have provided an overview of the proposed benefits package earlier in this section of the proposal; however, we are willing to work with **The Public Service Commission** to negotiate as positive a package as possible to promote retention. A final aspect to retention is achieved through training, which emphasizes the need for security officers to take a sense of ownership in the operations of a contract. Employee development is encouraged for all employees and is key to the retention of experienced personnel. In order to empower employees, equal opportunity is provided for all personnel to participate in career development.

Retention Strategy

- ◆ Fair compensation (living wage commensurate with local market conditions and qualification requirements)
- ◆ Enhanced benefits and incentives
- ◆ Proper training
 - Providing the proper training that allows our officers to perform their job functions and to succeed while doing so
- ◆ Career development and growth opportunities
 - Promotion from within
- ◆ Management support
 - Proactive
 - Responding to our officers' needs
- ◆ Employee empowerment
- ◆ Meaningful communication
- ◆ Working in operations (customer sites) that provide decent working conditions
- ◆ Treating our officers as our internal customers

In an industry where turnover is typically high (reportedly averaging 100-300% annually in the U.S. market), Wackenhut has made significant strides to reduce these numbers. We track our turnover on a continuing basis and design programs specifically aimed at encouraging our high quality employees to stay with us. Examples are training options, longevity awards and a company magazine (the Pipeline) that celebrates team member achievements.

Employee Retention (Turnover) %:

5 Year Officer Retention (Turnover) Rates:

2008	Officer	67 (33)
2007	Officer	62 (38)
2006	Officer	60 (40)
2005	Officer	59 (41)
2004	Officer	64 (36)

5 Year Supervisor Retention (Turnover) Rates:

2008	Supervisor	72 (28)
2007	Supervisor	70 (30)
2006	Supervisor	65 (35)
2005	Supervisor	68 (32)
2004	Supervisor	65 (35)

Charleston Retention:

Employee Retention is of utmost importance to G4S Wackenhut. 2008 retention for our Charleston operations was 67% for our entire workforce.

Internal Key Performance Indicator:
Non Billable Overtime

Charleston Office:

- ◆ For two consecutive years our Charleston office has one of the lowest non-billable overtime (an internal measure of efficiency) in Wackenhut's North Central Region (NCR). The NCR has twenty three (23) offices.
- ◆ The Charleston office ranks in the TOP TEN (10) of all Wackenhut offices in the U.S. We have over 100 offices in the U.S.

TRANSITION PLAN

Planning the Right Transition

G4S Wackenhut has extensive experience in assuming contractual security responsibility from other security organizations, as well as in-house company forces, with a minimal amount of impact upon client operations and affected personnel.

G4S Wackenhut is sensitive to the concern of **The Public Service Commission** management in considering the impact upon your operations in a transition of security services. We have established a transition plan based on a typical four-week conversion period, although some facilities may be transitioned sooner. The following tasks and activities are part of a typical four-week transition plan and can begin immediately upon contract award:

Task Initiated ●
 Task Accomplished ■
 Task In Progress ---

Typical 4-Week Transition Plan

TASKS	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 1
					CONTRACT PERIOD
Contract award	●				
Meeting of start-up team	●-----■				
Start-up team meets with client	●-----■				
Recruit personnel	●-----	-----	-----	-----■	
Interview personnel		●-----	-----	-----	
Conduct background investigations		●-----	-----	-----	
Offers of employment		●-----	-----	-----■	
Conduct surveys		●-----	-----	-----■	
Review/Write post orders		●-----	-----	-----■	
Order uniforms/equipment			●-----	-----■	
Train supervisors (as necessary)			●-----	-----■	
Create contract masters				●-----■	
Issue uniforms/equipment				●-----■	
Classroom training				●-----■	
Create master schedules/assign personnel				●-----■	
Place equipment/forms on posts				●-----■	
On-the-job training					●-----
Contract commences					●-----
Contract compliance/quality control	●-----	-----	-----	-----	-----

Week 1:

Start-Up Team

The start-up team designed for the transition of services at **The Public Service Commission's** facility will meet with **The Public Service Commission's** representatives to discuss transition details, philosophy and approach. This team will consist of operations, human resources and training specialists. Each member of the team has extensive start-up experience and will develop a checklist for their area of expertise based on the information received from **The Public Service Commission**.

Additionally, staff personnel will be processed and brought aboard as quickly as possible to assist in the transition tasks.

◆ **Recruit Existing Personnel**

If **The Public Service Commission** representatives so desire, every effort will be made to retain qualified incumbent personnel and to solicit their employment with G4S Wackenhut. We recommend that upon announcement of the award of the contract to G4S Wackenhut an additional announcement be made that G4S Wackenhut representatives will be available before and after each shift change to meet with current employees. At this time, G4S Wackenhut representatives will meet informally with the incumbent security force members and present a brief synopsis of G4S Wackenhut. They will also distribute literature and employment application packages and make available copies of "The G4S Wackenhut Story" (a video synopsis of the company), which employees can take home and view with family members and return. In addition, they will meet informally with incumbent employees to allay fears associated with a transition. This meeting would be the first of many such opportunities to address the incumbent work force.

◆ **Recruit New Personnel**

A recruitment effort will be initiated as necessary to fill any remaining positions. Sources include, but are not limited to the use of G4S Wackenhut's on-line recruitment center (www.G4S Wackenhut.com), employment action logs, applicant files, employment services, current employees, as well as friends and relatives. Our recruiting for **The Public Service Commission** project will focus on individuals with relevant experience.

Week 2:

Interview/Select Personnel

The human resources specialists or operations specialists will interview all personnel and ask each employee to elaborate on information contained in the application and related documents, including the background investigation consent forms. The interviewers will ensure all questions are answered completely, all documents are signed where required, witness signatures where required, and collect, copy and return documents, i.e., licenses, I-9 documentation, DD 214, etc.

G4S Wackenhut is an Equal Opportunity Employer pledged not to discriminate in employment on the basis of race, religion, color, sex, age, national origin, disability, veteran status, ancestry, medical condition, marital status or other factors protected by applicable law.

◆ **Conduct Background Investigations**

Human resources specialists will ensure all required releases for investigations of prior employment, driving record and criminal history have been signed and witnessed before initiation of any inquiries. Prior employers, DMV, personal references, police record sources, etc. will be contacted to verify information given in the application or if necessary to determine employment eligibility.

◆ **Offers of Employment**

The human resources specialists will ensure offers of employment are made to only those individuals who meet the qualifications required by both **The Public Service Commission** and G4S Wackenhut. These individuals will have successfully passed all steps of the employment process, including the background investigation, and will be eligible for continuation in the processing phase.

◆ **Conduct Surveys**

The operations specialists will conduct a physical security survey of **The Public Service Commission's** facility, buildings, grounds, remote locations, etc., covered by the contract. The survey is designed to identify security deficiencies of the premises to be secured and to make specific recommendations on how they should be corrected. The survey will contain information about the facility and surrounding areas; the type, number and construction of buildings, parking areas and other physical structures; and a rough diagram of the facilities. It will also include the current security measures, including physical security coverage, lighting, fencing, access control, key control, post orders, etc. In addition, it will provide specific recommendations for improving the security program, i.e., reduction/increase in hours of coverage, manpower, lighting, access measures, etc.

◆ **Review/Write Post Orders**

The operations specialists will design post orders (general, specific and emergency orders) for each post based on **The Public Service Commission's** security plan. The post orders will be distributed to appropriate security personnel to instruct them in the proper activities to be conducted at the particular post where assigned. The supervisors, training officers or other individuals in a training role will use the post orders while conducting on-the-job training. Post order books will be maintained at each post and updated as new/changed procedures are introduced.

Additionally, a checklist of post activities will be developed for the post orders and used by the supervisor or other G4S Wackenhut representative conducting post inspections to test the knowledge and skills of the assigned personnel.

Week 3:

Order Uniforms/Equipment

G4S Wackenhut has a computerized, on-line order entry system for the purpose of expediting accurate uniform, equipment and supply orders direct from the G4S Wackenhut warehouse and pre-approved vendors. This system reduces the cost of items due to our sole source buying and pre-approved item selection and packaging. Supplies, uniforms and equipment are shipped on request and available within necessary timeframes. The operations specialists will be responsible for ordering uniforms, equipment and supplies. Uniforms will be ordered and issued with adequate time for alterations.

◆ **Train Supervisors**

During the interview phase of the recruitment process, human resources and/or operations specialists will interview personnel with the desired experience, skills and leadership qualities for supervisory positions at **The Public Service Commission** account.

Once identified, these individuals will participate in the Supervisory Training Program that will be designed for **The Public Service Commission** account and conducted by G4S Wackenhut's training specialists. Supervisory training will include the subject areas of motivation and success, interpersonal communication, conflict management, team building, instruction techniques, time organization and management, achieving quality, and structured and unstructured communication.

Week 4:

Create Master Schedules

An *Installation Schedule* will be completed for posts at **The Public Service Commission** account covering post hours, number of personnel at each post, etc. The schedule serves as a worksheet for entering information into the computerized scheduling system. The system includes the information contained in the *Contract Master* related to pay and billing information. The installation schedule will be prepared as far in advance as practical so that employees will be aware of their work schedule and days off.

◆ **Issue Uniforms/Equipment**

As uniforms and equipment are issued, accountability is recorded on the G4S Wackenhut individual *Uniform and Accessories Record*, which includes number of issue, item, date of issue, employee's signature and initials, and witness signature. We will use this form to document any returned, reissued or, as required, any newly issued item.

All security personnel will be trained in the proper wear and care of the uniform during the recruitment/hiring/training process. Additionally, equipment/supplies to be assigned to the post will be prepared for distribution and distributed as soon as possible.

◆ **Classroom Training**

The training specialists will implement the training program and plan as designed by the G4S Wackenhut Training Institute. The training material will be consistent with the knowledge, skills and abilities necessary to perform their general responsibilities.

G4S Wackenhut Training Institute uses lesson plans in a variety of subjects and languages as well as self-study student workbooks utilized worldwide. If the subject area of interest to **The Public Service Commission** is not currently part of our library, G4S Wackenhut can research and design a program for incorporation into our training plan.

◆ **Assign Personnel to Schedules**

In every case possible, employees will be assigned to schedules that are suited to their personal background, personality, appearance, and desires, thereby contributing to a higher level of personal performance through motivation. Personnel shall not be permitted to exchange scheduled shifts or days off without first obtaining approval from the proper supervisory authority.

◆ **Place Equipment/Forms on Post**

Equipment, forms and supplies to be assigned to a specific post will be identified, tagged, sorted and assigned to the first individual assigned to the post on the day of contract commencement. That individual will transport the equipment, forms and supplies to the post, use as post orders dictate, and pass them on to the relieving personnel. Should the post be unmanned for a shift, the equipment will be secured.

Week 1 – Contract Period:

On-The-Job Training

After employment and post assignment, on-the-job training will be conducted with all newly assigned employees and for all those incumbent personnel changing post responsibilities. This on-the-job training will be conducted by the training specialists, our training officers, supervisors or incumbent security force members familiar with the post and its responsibilities.

◆ **Contract Commences**

In addition to manning each post, G4S Wackenhut management will be present for contract commencement to ensure a smooth transition and handle any contingencies that may arise