



City of Costa Mesa  
Stephanie Urueta, RFP Facilitator  
City Hall, Office of the City Clerk  
77 Fair Drive  
Costa Mesa, CA 92628-1200  
[stephanie.urueta@costamesaca.gov](mailto:stephanie.urueta@costamesaca.gov)

## JAIL SERVICES RFP No. 18-06

December 13, 2017

G4S Secure Solutions (USA) Inc.  
Jorge Villaverde, General Manager  
2300 East Katella Avenue, Suite 150  
Anaheim, CA 92807  
714-939-4900  
[jorge.villaverde@usa.g4s.com](mailto:jorge.villaverde@usa.g4s.com)



Securing Your World

## Table of Contents

Vendor Application Form and Cover Letter ..... 1

Background and Project Summary Section ..... 3

    Recruitment..... 3

    Background Checks ..... 3

    Training..... 3

    Food, Linen and Cleaning Services ..... 3

    Scheduling..... 3

    Transportation ..... 4

    Compliance ..... 4

Method of Approach ..... 4

Position and Staffing Post Requirements..... 7

Training Plan..... 8

Quality Assurance ..... 9

    Employee Retention..... 12

Qualifications & Experience..... 13

References..... 17

Community Participation ..... 28

Financial Capacity ..... 28

Staffing..... 29

    Custom Protection Officer® ..... 29

    Provisions Regarding Guards Called to Active Military Duty ..... 30

Cost Proposal ..... 34

Disclosure ..... 36

Sample Professional Service Agreement ..... 37

Checklist of Forms to Accompany Proposal ..... 40



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

## Vendor Application Form and Cover Letter

December 13, 2017

Stephanie Urueta  
RFP Facilitator  
City of Costa Mesa  
City Hall  
Office of the City Clerk  
77 Fair Drive  
Costa Mesa, CA 92628-1200

### **RE: RFP No. 18-06 JAIL SERVICES**

Dear Ms. Urueta,

On behalf of our dedicated Orange County office staff, we appreciate the opportunity to submit our proposal to provide jail custody services for the City of Costa Mesa's Type I Jail Facility. G4S currently provides Custody Officer Services to the City of Costa Mesa and other Southern California Police Departments, and we strongly believe that we can offer the City a cost efficient, yet quality solution to its current operating cost challenges.

Our primary objective is to provide highly qualified and trained personnel to meet the City's goal of maintaining a professional jail service program while having the operation transition from in-house to contract be seamless.

This objective includes the following goals that comprise our overall solution:

- The staffing of CMPD Custody Officer Positions with G4S' premier Custom Protection Officer® Program, the most qualified and highest caliber of officers in the industry.
- Providing documented efforts to recruit, hire and train a Jail Supervisor (internal or external candidate) who has, at minimum 3 years' experience operating within a similar working environment.
- Providing comprehensive and documented background checks that meet or exceed all background check requirements set out in the RFP.
- Provide state standard training required for all Custody Officers to operate in a Type I Jail Facility including Title 15, Article 3, Training, Personnel and Management, Section 1020 and Section 1021.
- Provide 40 hours of G4S mandated internal training for all Custom Protection Officers
- Provide 50 hours of instruction material taken from Costa Mesa Police Department Jail Manual.
- Provide 200 hours of Standards & Training for Corrections (STC training), including annual refresher training and 8 hours of CMPD policy.
- Operate in compliance with State statute 6031.6 CPC mandating operational procedures for privately operated jail facilities.



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

- Provide competitive wages, benefits and incentive plans for all officers including Medical, Dental and Vision programs, 80 hours of annual vacation hours per employee, and much more.

A key element to our established success lies in our commitment to provide our clients with consistently superior security and custody services. Our local management team endeavors to understand each of our client's unique objectives so that we can better serve them. We encourage you to follow-up with our references which include the Irvine, La Habra, Azusa, Beverly Hills and Whittier Police Departments to name a few. Throughout California and Arizona, G4S provides detention officer services, including transportation, to the Department of Homeland Security-Immigration and Customs Enforcement (ICE).

We have made efforts to provide a fair and equitable cost proposal to ensure the highest quality of service will continue to be provided to the Costa Mesa Police Department (CMPD). Our proposal provides a basic overview of our service delivery to allow CMPD the opportunity to evaluate the cost savings and benefits associated with contracting jail services.

The service address for the G4S office nearest to the CMPD and the office where project management will be housed from is:

G4S Orange County  
2300 East Katella Avenue, Suite 150  
Anaheim, CA 92807  
714-939-4900 (Office)

This proposal will be valid for 180 days from submittal. If you have any questions, please feel free to contact me at 714-939-4900 or [jorge.villaverde@usa.g4s.com](mailto:jorge.villaverde@usa.g4s.com).

Regards,

Jorge Villaverde  
General Manager  
Orange County Area Operations



## Background and Project Summary Section

The Background and Project Summary Section should describe your understanding of the City, the work to be done, and the objectives to be accomplished. Refer to Scope of Work, Attachment A of this RFP.

Since 2013, G4S has provided Costa Mesa Police Department's Jail with custody services officers, providing arrestee booking, live scan administration, safety inspections, Title 15 Training, and transport services. Below are brief summaries of each Scope of Work section and our understanding of work and objectives to be accomplished.

### Recruitment

G4S will fulfill all requirements outlined in section on Staffing Requirements and we will fulfill these requirements by retaining and recruiting additional personnel into our Custom Protection Officer Program.

G4S is experienced in hiring both male and female personnel that qualify under G4S requirements to work in this environment and are recruited to handle both male and female inmate intake at other facilities in which we provide these services.

### Background Checks

G4S has reviewed all staffing requirements and our background check requirements meet or exceed these requirements. G4S standard background checks outlined on page 32.

### Training

G4S meets and exceeds all training requirements outlined in the Training section. For more information on our training plan, please see page 8 of our proposal.

### Food, Linen and Cleaning Services

In reference to sections on Maintenance of Type I Jail Facility, Sanitation and Hygiene, Food Services, and Inmate Services, G4S is compliant under the current contract. G4S is experienced in the issuance of food and linens on a daily basis at all other Type I facilities we currently operate within. We also have experience administering food services provided that all items are purchased by the City.

### Scheduling

G4S agrees to continue staffing the Costa Mesa Police Department Type I Jail Facility with qualified, unarmed, uniformed, and trained personnel sufficient to maintain staffing year-round, 24-hours per day, seven-days per week, and 365-days per year. Specific schedules will be determined by the needs of the City. In addition, G4S shall maintain the availability of at least one additional trained officer for deployment when needed, to fill any vacancy, within two hours. G4S will also provide services for sobriety checkpoints and event services to support the department when needed.



Securing Your World

## Transportation

G4S has extensive experience handling transportation needs for a number of our local police department clients and federal clients. Transportation services will use a City Custody Van to and from the Orange County, Los Angeles County, San Bernardino County and Riverside County Jails and pickups/drop offs at local hospital of inmates at times. G4S CPOs can operate vehicles under 10 total passengers. Vans with 10 or more total passengers require a Class B licenses, which has additional costs.

## Compliance

It is G4S' experience in our contract operations at current police department jail facilities to operate as a Type I Jail Facility and in compliance with State statute 6031.6 CPC, which mandates privately operated jails, under contract to public entities to operate in compliance with all appropriate state and local building, zoning, health, safety, and fire statutes, ordinances and regulations, and with the minimum jail standards established by regulations adopted by the CSA as set forth in Subchapter 4 of Chapter 1 of Division I of Title 15 CCR. Our operation if selected by the City of Costa Mesa would also be in full compliance.

## Method of Approach

1. An implementation plan that describes in detail (i) the methods, including controls by which your firm manages projects of the type sought by this RFP; (ii) methodology for soliciting and documenting views of internal and external stakeholders; (iii) and any other project management or implementation strategies or techniques that the respondent intends to employ in carrying out the work.

As the City of Costa Mesa's incumbent contract security provider, G4S' transition approach will not require the components for a new start-up program. Over the years, wage rates have not increased and this has resulted in a significant number of assigned officers obtaining higher paying jobs in the area. To ensure full staffing at all times, G4S will:

- Recommend an additional Custody Officer position to cover vacations, call offs, etc.
- Hold recruitment drives in tandem with the Police Department as needed to fill any vacancies or anticipated vacancies. Recruitment will also be ongoing while openings exist.

Below are G4S' implementation tasks:

### Week 1

- Post jobs both internally and externally. We will advertise the positions through our Career Center, Indeed, Craigslist for 7 days in Orange County, Los Angeles County, and the Inland Empire to obtain the maximum applicant flow in order to select the best candidates available.
- We will review applications daily to shortlist the best prospects and schedule vetted applicants for panel interviews.

### Week 2

- Panel interviews will be conducted in Los Angeles on Tuesday or Wednesday (both days



if required). We will ask the PD to be in attendance.

- Selected candidates will be sent for drug screen to continue the hire process.
- Candidates will then be sent to CMPD after the drug screen result to Livescan at the police department.
- Prior to assignment, G4S will assemble and submit background binders to CMPD that contain the following:
  1. Fully completed background and application.
  2. Proof of education. Transcripts are required as they will not accept a copy of the diploma.
  3. Drug screen & Physical results
  4. Proof of US Citizenship
  5. MMPI and Clinical evaluation with Costa Mesa PD psychologist at a cost of approximately \$250 to G4S.

**Week 3**

- Candidates undergoing background investigation will attend G4S CPO training.

**Week 4**

- Once the background is completed, the background investigation binders will delivered to CMPD for approval and to start OJT.

2. Detailed description of efforts your firm will undertake to achieve client satisfaction and to satisfy the requirements of the "Scope of Work" section.

G4S has specific directives for new hire recruitment, selection and screening in our Human Resource policies and procedure manuals. These include recruiting and selection procedures; interviewing, basic qualifications and background screening procedures; and new hire placement procedures that will ensure that G4S adheres to the City's citizenship policies and regulations.

G4S will only consider individuals for employment who meet the following:

- *Be a citizen of the United States*
- *At least 21 years of age. All applicants shall be able to withstand the physical demands of the job and be capable of responding to emergency situations.*
- *Be a high school graduate or have a General Educational Development (GED), or equivalency.*
- *Be able to read, write, and speak the English language fluently*
- *Be free from conviction of any felony*
- *Be free from conviction of any misdemeanor crime of domestic violence in accordance with Title 18, Section 922(g) (9) of the United States Code.*
- *Good health, emotionally stable, mentally alert and able to perform job responsibilities*



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

- *Possess a dependable and reliable work and character background that indicates an ability to work harmoniously with others*
- *If served in the military service, received an Honorable Discharge as specified in DD-214*
- *Must not have been terminated from any previous employment for other than honorable circumstances, unless documented extenuating circumstances can be demonstrated*
- *Provide a contact telephone number, have access to reliable transportation, and be available in an emergency*
- *Possess the capacity to acquire a good working knowledge of all aspects of the job.*
- *Able to operate under stressful situations*
- *Possess basic computer skills and/or security systems knowledge as required by the position*





Securing Your World

## Position and Staffing Post Requirements

The following model is a proposed jail staffing model and can be adjusted to fit the needs of CMPD and its staff.

(11) G4S Contracted Officers:

- (1) G4S Jail Supervisor @ 40 Hours Per Week
- (3) G4S Lead Custody Officers (Shift Leads) @ 120 Hours Per Week
- (7) G4S Custody Officers @ 280 Hours Per Week

### Proposed Staffing Model

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Hours Per Week
<b>Day Shift</b>								
G4S Jail Supervisor	0700-1500	0700-1500	0700-1500	0700-1500	0700-1500			40
Custody Officer 1		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500		40
Custody Officer 2	filled by CO #5		0700-1500	0700-1500	0700-1500	0700-1500	0700-1500	40
<b>Swing Shift</b>								
Lead Custody Officer 1	1500-2300	1500-2300	1500-2300			1500-2300	1500-2300	40
Custody Officer 3	1500-2300	1500-2300	1500-2300	1500-2300	1500-2300			40
Custody Officer 4		1500-2300	1500-2300	1500-2300	1500-2300	1500-2300		40
Custody Officer 5	0700-1500			1500-2300	1500-2300	1500-2300	1500-2300	40
<b>Night Shift</b>								
Lead Custody Officer 2	2300-0700	2300-0700			2300-0700	2300-0700	2300-0700	40
Custody Officer 6	2300-0700	2300-0700	2300-0700	2300-0700	2300-0700			40
Custody Officer 7			2300-0700	2300-0700	2300-0700	2300-0700	2300-0700	40
<b>Off Day Coverage</b>								
Lead Custody Officer 3			2300-0700	2300-700	1500-2300	0700-1500	0700-1500	40
* No Lead Coverage on Thursday 1500-2300 but three jailers on duty								<b>440</b>



Securing Your World

## Training Plan

G4S uses a training plan for all assigned security officer and supervisory personnel that is subject to review and approval by the COR. This plan includes pre-assignment classroom, State-mandated training, Government-provided training, on-the-job training, and annual refresher training. These courses are a combination of instructor led, hands-on and online via our Learning Management System.

Component	Hours	Description
<b>Pre-Assignment</b> (Classroom instruction from certified instructors)	200 Hours STC (within 1 year of assignment) 40 Hours of G4S In-House Training	33 learning programs in the following categories: Introduction to General Security Dale Carnegie Customer Service Program Basic Preparedness Life Safety Legalities Integrity Professional Communications Physical Security Interpersonal Relations Proper Bureau techniques for guarding inmates Use and application of restraints Use of Force
<b>On-the-Job Training (OJT)</b>	40	On post, application of classroom-taught lessons Integrity Learning site-specific security per post orders Proper Bureau techniques for guarding inmates Tactics and Positioning Use and application of restraints Hospital/Med Center Tour and Orientation
<b>Annual In-Service Training</b>	24	SCT Training Program topics

In addition, G4S security personnel will complete a City-approved Initial Training program consisting of approximately 50-hours of instruction from the Costa Mesa Police Department Jail Manual, plus on-going training to ensure custody officers stay updated with changes in custody operations and safety issued.



## Quality Assurance

3. Detailed project schedule, identifying all tasks and deliverables to be performed, durations for each task, and overall time of completion.
4. Detailed description of specific tasks you will require from City staff. Explain what the respective roles of City staff and your staff would be to complete the tasks specified in the Scope of Work.
5. Proposers are encouraged to provide additional innovative and/or creative approaches for providing the service that will maximize efficient, safe, and cost-effective operations or increased performance capabilities.

The mission of the G4S Quality Assurance (QA) Program is complete ***Customer Satisfaction through Flawless Execution***. Our robust program is designed to validate service performance, create efficient and effective operations, ensure contract compliance and enable ongoing program enhancement.

Our ISO-certified program is institutionalized across the organization and includes a formal QA Steering Committee. The committee is comprised of personnel from our branch offices and corporate headquarters to oversee the program to provide program compliance and facilitate enhancements. Our program begins with stringent **Personnel Compliance** protocols and functions within our operational structure to provide **Satisfaction Assurance**. We then take the extra step of soliciting internal and external **Validation Processes** of our program and utilize all feedback to drive **Continuous Improvement**.

### Personnel Compliance

G4S maintains comprehensive policies and processes to attest that quality personnel are recruited, vetted and trained prior to assignment. G4S Human Resource Department and North America Training Institute have received and maintain ISO-certification to standardize and substantiate our protocols. The elements below are reviewed on an annual basis to ensure they are current and remain applicable to our ever-changing market.

- **Sourcing** – Dynamic recruiting and hiring criteria for each position is facilitated through the G4S online Career Center. Our Applicant Tracking System (ATS) assures clients that we are hiring effectively from the start to maximize retention throughout the life of the contract.
- **Vetting** – G4S conducts the most rigorous pre-employment screening process in the industry via our Compliance & Investigations Department which further verifies the caliber of our candidates.
- **Development** – Certified training managers at the corporate and local level provide G4S- and client-specific training to ensure that personnel are fully prepared to execute the duties and responsibilities of a G4S Security Officer. This data can be viewed online at any time via G4S Insight, our online security management portal.
- **Presentation** – Through training, stringent appearance guidelines and corporate-issued uniforms, our officers present an image that is a positive reflection of not only G4S, but most importantly, our customers.

### Satisfaction Assurance

G4S has a comprehensive and proven operational plan to confirm all aspects of service are provided in a manner that guarantees customer satisfaction. The operational plan focuses on:



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

- **Support** – Customer service is a key element to providing a sound operational program. Clients receive multiple layers of support at the local, regional and corporate level to establish and maintain ongoing communication.
  - G4S Area Offices employ local managers and supervisors who are empowered to provide support to local client contacts.
  - The G4S 24/7 Communication Center provides clients access to trained G4S personnel who support after-hours needs.
- **Procedures** – Standardized policies and procedures are the foundation of our program, as they support consistent and reliable execution of our duties.
  - Post Orders – Mutually agreed upon procedural guidelines and policies for each post are maintained throughout the term of the contract. A secure copy of the Post Orders is available on the G4S Secure Trax® platform to facilitate a current and complete copy for personnel.
  - Labor Scheduling System – G4S’ software platform supports the critical function of scheduling personnel to meet individual customer staffing requirements. Automated prerequisites confirm officer qualifications and certifications prior to post assignment.
  - Time & Attendance – G4S verifies post coverage at each site through the Secure Trax automated officer check-in/check-out function. Clients have the ability to monitor the arrival/departure times of their security posts via G4S Insight.
  - Invoicing – G4S’ Labor Scheduling and Time & Attendance systems are fully integrated to provide accurate invoices and officer payroll. Invoice reports can be generated real-time through G4S Insight to provide clients complete financial transparency.
- **Inspections** – Multi-level assessments are conducted to ensure quality operations across the organization.
  - Announced and unannounced site visits are regularly conducted by local management during each shift to confirm post compliance, conduct additional training as needed and mentor personnel for ongoing development. Inspections are documented via Secure Trax and available for review on G4S Insight.
    - Customer-specific safety and security inspections are conducted via Secure Trax and are documented and communicated real-time on G4S Insight. All inspections are conducted in accordance with specific Post Orders for each location.

### Validation Processes

To ensure client satisfaction and complete operational and financial transparency, G4S maintains internal and external validation processes.

- **External Validation**
  - **American Systems Registrar (ASR)** is an established third party auditor to attest G4S policies and procedures are adhered to and that customer standards are met. ASR conducts annual audits of each G4S function certified under ISO 9001:2015.



- **SAFETY Act Designation** is a testament to our focus on consistent and documented operational activities.
- **Customer Communication** – Providing ongoing communication is the start of a quality program; however, soliciting feedback is how we continually assess customer satisfaction and the effectiveness of the operational plan.
  - G4S conducts at least monthly communication with local client management.
  - Quarterly Business Review Meetings are conducted with local and regional G4S and client management to review and discuss account operations. This is the forum to report account-specific Key Performance Indicators and Service Level Agreements.
  - G4S conducts web-based Customer Satisfaction Surveys requesting feedback from clients' key stakeholders.
- **Client Transparency & Reporting** – G4S Insight is our web-based portal that provides customers with complete transparency to our services in the following core areas:
  - Compliance of KPIs
  - Financial Tracking
  - Incidents
  - Tours and Inspections
  - Staffing
- **Internal Validation**
  - **COMPSTAT** – An organizational methodology which facilitates timely analysis of client needs, COMPSTAT identifies business trends and potential concerns. The result is a collaborative effort for improving customer satisfaction and achieving operational excellence.
  - **Employee Evaluations** - Employees are evaluated at least annually to monitor and assess performance to encourage a positive, productive, client-service attitude.
  - **Internal Audits** - Our independent audit team conducts audits of our local area offices to ensure compliance with operational requirements and local/state/federal laws and regulations. Audits are conducted with the objective of providing recommendations for improvement as warranted.
  - **Operational Scorecards** - To certify that contract objectives are being met on a consistent basis, site supervisors utilize a scorecard to capture daily performance and monitor operational progress.

### **Continuous Improvement**

In keeping with the ISO-certified quality management system criteria we have established protocols to ensure we continuously improve service to our customers.

- **Collaborative Quality Assurance Steering Committee** – G4S maintains a Collaborative Quality Assurance Steering Committee, which meets monthly to review the overall program and to identify areas for growth and improvement. The Committee



reviews and updates protocols, identifies industry trends and establishes best practices by market segment.

- **Process Development** – Formal issue resolution and preventative action plans are developed to provide continuous improvement of service through proactive and reactive processes.
  - Assessment Capabilities
  - Security/Vulnerability - Site assessments to evaluate security measures in place to identify potential security vulnerabilities
  - Site Technology - Site assessments of technology utilization to identify opportunities where technology may augment or replace personnel
  - Safety - Site assessments to review safety measures in place
- **Personnel Development** – Through continuing education and ongoing training facilitated by our ISO-certified training institute, personnel have the opportunity to advance and develop their career within G4S.

### Employee Retention

6. Firms, individuals and entities wishing to be considered shall include in their submissions the steps they will, if selected, implement and adhere to for the recruitment, hiring and retention of former employees of the City who have been displaced due to layoff or outsourcing of functions and services formerly provided by the City

The G4S Orange County Area Office maintains an exemplary employee retention and satisfaction record. Over the past five years, we have experienced expansion and contraction of service hours across our extensive customer portfolio due to economic and business decisions on the part of their management. For one of G4S’ largest clients in California, the Department of Homeland Security, U.S. Immigration and Customs Enforcement, G4S’ staff retention rate has been 95% since 2009.

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 G4S 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, G4S 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. We have provided an overview of the proposed benefits package for this account in the proposal; however, we are willing to work with the City to negotiate as positive a package as possible to promote retention.

A final element of 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.

To empower employees, equal opportunity is provided for all personnel to participate in career development. In addition to proper training, career-long learning is critical to employee retention. As a result of our comprehensive retention strategy and overall employee benefits, 82% of G4S employees in North America report they would recommend G4S to a friend.



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

Our retention strategy focuses on the following key areas:

- Living wage commensurate with local market conditions and qualification requirements
- Enhanced benefits and incentives
- Proper training
- Career development and growth opportunities
- Management support
- Employee empowerment
- Meaningful communication – G4S 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
  - Manuals
  - Post orders
  - Focus publications (continuing education publications)
  - G4S' website
  - Scheduled meetings
  - Pay stub attachments and payroll stuffers
  - Posters
  - G4S News (company publication focused on employee recognition)

## Qualifications & Experience

Describe the qualifications and experience of the organization or entity performing services/projects within the past five years that are similar in size and scope to demonstrate competence to perform these services.

9. Submit a description of the organization's qualifications, experience and abilities that make it uniquely capable to provide the services specified in the Scope of Work.

Founded in 1954 in the U.S., G4S is a leading provider of security solutions and a primary provider of security services to city, county, state and federal clients, representing more than 180,000 hours of security service each week and marked by more than five decades of experience to public agencies. G4S has provided the requested services for the City of Santa Ana since 2011. We provide services similar to the City of Costa Mesa at numerous city, county, state and federal facilities, including The City of Los Angeles and the Los Angeles Police Department (COLA), Sacramento Regional Transit and the U.S. Department of Homeland Security.

As a result of our experience, we have developed specific programs to address local government concerns in collaboration with local law enforcement. Our unique security officer programs, such as our Custom Protection Officer® (CPO) program, set us apart from all other contract security providers. CPOs are former law enforcement and/or military service members, and provide the highest level of security performance through seasoned decision making and public interaction skills that are not found in companies who employ a “one-size-fits-all” approach to security services.

As demonstrated in our past performance as the incumbent security service provider for the City of Costa Mesa as well as our submitted references, G4S has the requisite experience and



Securing Your World

demonstrated knowledge to address any of the City's security challenges with effective solutions.

Within the U.S., G4S operates a tiered organizational structure comprised of our corporate headquarters, regional operations, and over 110 local area offices. G4S' headquarters is located in Jupiter, Florida. Corporate headquarters develops standardized policies and procedures that are formalized in company manuals, dictating overall operations for the organization. Examples of the corporate resources available to support the City of Costa Mesa account are:

- G4S North America Training Institute
- Quality programs
- Strategic Accounts Group
- Experienced transition teams
- Procurement of uniforms, equipment, supplies
- Contract administration support
- Systems integration
- Guidance in human resources matters
- Safety and Risk Management
- Financial functions, including payroll and billing
- Security best practices
- Business processes
- Staff and line supervision
- Employer - employee relations
- Insurance claims, tax data and reports
- Legal guidance and assistance
- Consulting and investigative services
- Availability of short-term/emergency services

G4S' regional management structure that assigns multiple area offices in a geographic area to a regional vice president. 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.

The G4S California Pacific Region will directly support the City account by providing additional contract oversight to our Orange County area office, which directly supports the City's current security contract.





Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

### Private Patrol Operator Branch License

G4S is licensed through the State of California, Department of Consumer Affairs, Bureau of Security and Investigative Service. In addition, our branch office in Anaheim is licensed as one of the branch operating units of our corporation. The license for our Orange County area operations, located in Anaheim, is provided below.

STATE OF CALIFORNIA  
**dca**  
DEPARTMENT OF CONSUMER AFFAIRS

Bureau of Security and Investigative Services  
P.O. Box 989002  
West Sacramento, CA 95798-9002  
(916) 322-4000

*Renewal Certificate*

**PRIVATE PATROL OPERATOR BRANCH**

Certificate No. PPB4816  
Valid Until: 01/31/2018

Receipt No. 53

G4S SECURE SOLUTIONS (USA) INC.  
2300 E. KATELLA AVE SUITE 150  
ANAHEIM, CA 92806

In accordance with the provisions of Division 3, Chapter 11.5 of the Business and Professions Code, the branch office named hereon is issued a Private Patrol Operator Branch Certificate Renewal.

----- NON-TRANSFERABLE ----- POST IN PUBLIC VIEW -----

WPIPPB 10/2015



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

1. If the owner is a corporation please provide: Name of corporation, corporate office street address, city, state, and zip code, state where incorporated, date of incorporation, first and last name of officers, local office address, city, state & zip, and the date local office opened its doors for business.

G4S Corporate Office: G4S Secure Solutions (USA) Inc., 1395 University Blvd., Jupiter, Florida 33458. G4S was incorporated in the state of Florida in 1958.

G4S began operations in California in 1962 and established an office in Orange County in 1970. This office employs over 750 active security professionals and provides approximately 30,000 hours of security service per week for clients throughout the Orange County and southern Los Angeles County areas.

Orange County Area Office  
Jorge Villaverde, General Manager  
2300 East Katella Avenue, Suite 150  
Anaheim, CA 92806  
Office: (714) 939-4900  
Fax: (714) 939-4914

2. If the owner is a partnership or joint venture, please provide: Name of partnership or joint venture, principal office street address, city, state, and zip code, state of organization, date of organization, first and last name of general partner(s), local office address, city, state, and zip code, and date local office opened its doors for.

Not Applicable

3. List all businesses owned or controlled by yourself (applicant) or business manager doing similar business in California under another name. List business name and address and specify who owns or controls the business (e.g., self, business manager, etc.).

Not Applicable

4. List all businesses for which you or your business manager is or was an officer, director, or partner doing similar business in California under another name. List business name and address, title, date(s) in position; specify who was in position (e.g., self, business manager, etc.).

Not Applicable

5. How many years have you been in business under your present business name?

G4S Secure Solutions (USA) Inc. operated under the present name for the past eight years. Prior to 2010, the company operated under G4S Wackenhut.

6. List all business names that you operate in the County of Orange that are involved in jail services and/or related services.

G4S Secure Solutions (USA) Inc.

7. List all businesses for which you or your business manager have filed for bankruptcy protection while operating under a contract involving ambulance operator staffing and/or ambulance transportation related services.

G4S has never filed for bankruptcy protection.



Securing Your World

## References

<p>8. Provide a list of current and previous contracts similar to the requirements for Costa Mesa, including all public agencies served (if any). For each, provide a brief description of the scope of work performed, the length of time you have been providing services, and the name, title, and telephone number of the person who may be contacted regarding your organization's service record.</p>	<p>CONFIDENTIAL AND PROPRIETARY</p>
---	-------------------------------------

### *City of Beverly Hills*

#### **Beverly Hills Police Department**

**Type of Facility:** Type I Facility

**Size:** 336 Hours per Week; 11 Officers

**Description:** G4S Custom Protection Officers provide prisoner custody services, prisoner booking, live scan administration, safety inspections, Title 15, prisoner DNA collection, Pay to Stay Program

**Serving Since:** 2007

**Contact:** Sylvia Gelfman, Records and Jail Manager  
310-285-2185, [sgelfman@beverlyhills.org](mailto:sgelfman@beverlyhills.org)



### *City of Irvine*

#### **Irvine Police Department**

**Type of Facility:** Temporary Holding Facility

**Size:** 228 Hours per Week; 6 Officers

**Contract Value:** \$269,137.77

**Description:** Includes prisoner custody services, prisoner booking, live scan administration, DNA mouth swabbing, transportation to OCJ and safety inspections.

**Address:** 1 Civic Center Plaza, Irvine, CA 92606

**Serving Since:** 1999

**Customer Contact:**

Jennifer Kaiser

Business Services Manager

949-724-7094; [jkaiser@ci.irvine.ca.us](mailto:jkaiser@ci.irvine.ca.us)





Securing Your World

*City of Buena Park*

**Buena Park Police Department**

**Type of Facility:** Type I Facility

**Size:** 200 hours per week, 5 officers

**Contract Value:** \$337,971.58

**Description:** Includes prisoner custody services, prisoner booking, live scan administration, safety inspections, Title 15 Training, transport services.

**Address:** 6640 Beach Blvd, Buena Park, CA 90621

**Serving Since:** 2013

**Contact:** Lieutenant Richard Forsyth; 714-920-0919; [rforsyth@bppd.com](mailto:rforsyth@bppd.com)



*City of La Habra*

**La Habra Police Department**

**Type of Facility:** Type I Facility

**Size:** 208 Hours per Week; 6 Officers

**Contract Value:** \$240,577.56

**Description:** Includes prisoner custody services, prisoner booking, live scan administration, and transportation to OCJ and safety inspections.

**Serving Since:** 2001

**Contact:** Lieutenant Dean Capelletti, 562-383-4347;

[dcapelletti@lahabraca.gov](mailto:dcapelletti@lahabraca.gov)



*City of Whittier*

**Whittier Police Department**

**Type of Facility:** Type I Facility

**Size:** 336 Hours per Week; 11 Officers

**Contract Value:** \$410,050.52

**Description:** Includes prisoner custody services with Title 15 Training, prisoner booking, live scan administration, safety inspections and transportation services.

**Serving Since:** 2006

**Contact:** Lieutenant Kent Miller, 562-567-9211; [kmiller@cityofwhittier.org](mailto:kmiller@cityofwhittier.org)



CONFIDENTIAL AND PROPRIETARY



Securing Your World

<p><i>City of Azusa</i>  <b>Azusa Police Department</b>  <b>Type of Facility:</b> Type I Facility  <b>Size:</b> 336 Hours per Week; 11 Officers  <b>Description:</b> Includes prisoner custody services, prisoner booking, live scan administration, safety inspections, Title 15, prisoner DNA collection  <b>Address:</b> 725 N Alameda Ave, Azusa, CA 91702  <b>Serving Since:</b> 2000  <b>Contact:</b> Chief Steve Hunt, 626-812-3200</p>	
<p><i>City of Redlands</i>  <b>Redlands Police Department</b>  <b>Type of Facility:</b> Type I Facility  <b>Size:</b> 85 hours per week, 2 Officers  <b>Description:</b> Includes prisoner custody services, prisoner booking, live scan administration, safety inspections, Title 15.  <b>Serving Since:</b> 1998  <b>Contact:</b> Operations Commander Chris Catren  909-798-7613</p>	
<p><i>City of Arcadia</i>  <b>Arcadia Police Department</b>  <b>Type of Facility:</b> Type I Facility  <b>Size:</b> 168 hours per week, 5 officers  <b>Description:</b> Includes prisoner custody services, prisoner booking, live scan administration, safety inspections, Title 15.  <b>Serving Since:</b> 2012  <b>Contact:</b> Lieutenant Colleen Flores  <a href="mailto:cflores@ci.arcadia.ca.us">cflores@ci.arcadia.ca.us</a></p>	
<p><i>City of Rialto</i>  <b>Rialto Police Department</b>  <b>Type of Facility:</b> Temporary Holding Facility  <b>Size:</b> 168 hours per week, 5 officers  <b>Description:</b> Includes prisoner custody services, prisoner booking, live scan administration, DNA mouth swabbing, and transportation services.  <b>Serving Since:</b> 1999  <b>Contact:</b> William Farrar, Chief of Police  909-820-2539</p>	



Securing Your World

*City of Bell*

**Bell Police Department**

**Type of Facility:** Type I Facility

**Size:** 168 hours per week, 5 officers

**Description:** Includes prisoner custody services, prisoner booking, live scan administration, safety inspections, Title 15.

**Serving Since:** 2004

**Contact:** Chief Carlos Islas 323-585-1245



10. Provide copies of the organization’s ethical standards, confidentiality policies, managerial philosophy, customer service standards and standards of service quality. State the manner in which these standards will be evaluated and maintained. The materials may include, but are not limited to:  
a. Membership in and/or good standing with an organization that is devoted to ensuring high standards of customer service and consumer protection, such as the Better Business Bureau.

G4S is a member of many global, national, regional and local groups and associations, such as the U.S. Chamber of Commerce, National Fire Protection Association and Community Associations Institute.

As a company operating in 100 countries, G4S believes in leading by example and has taken an active role in setting global operating standards and senior executive participation in major organizations. Examples include:

International Code of Conduct for Private Security Providers: G4S are founder signatories to the International Code of Conduct for private security providers. The code was developed by the industry, civil society representatives and the Swiss, UK and U.S. governments. It sets out principles for security operations in areas experiencing or recovering from disaster or unrest and where governments and the rule of law are weak. It covers protective security services delivered by staff whether armed or unarmed and any other activities where staff are required to carry a weapon. The code covers recruitment, vetting and training of staff, the use of force by security company staff, including the handling of firearms, health and safety and reporting and complaints handling.

b. Membership in and/or good standing with a professional organization devoted to encouraging and maintaining ethical or service standards.

The G4S Orange County office maintains local memberships in ASIS Orange County and CPCA <http://www.californiapolicechiefs.org/>

c. Evidence of training and education in customer service, maintaining quality standards and/or maintaining quality standards received by the firm, its employees and its subcontractors.

G4S’ pre-assignment training includes a block of instruction on customer service training. Understanding that effective first impressions are critical for successful customer service, G4S’



Securing Your World

operation in the U.S. has established a formal partnership with Dale Carnegie Training to provide advanced customer-service training to our employees with specific emphasis on building customer loyalty, creating effective first impressions, and managing customer expectations. We believe this innovative industry-first program will further set us apart from the competition by developing enhanced customer service skills that will not only improve customer satisfaction, but also provide G4S employees with effective customer service skills and a greater sense of engagement and commitment to their jobs.

G4S' customized Dale Carnegie customer service training will provide advanced training so that G4S officers provide you with skills in:

- Customer Experience—Creating an environment with customers to maintain a positive long-term relationship. Leveraging positive experiences to create customer loyalty and a desire for them to be a champion for your organization. Making customers feel important.
- Attitude— Maintaining a friendly, positive, and enthusiastic outlook.
- External Awareness— Seeing situations from multiple points of view and remaining mindful of how actions impact others. Keeping up to date with issues that affect area of responsibility.
- Professionalism— Projecting an image of maturity and integrity that creates credibility. Creating an unforgettable first impression.

Officers receive two hours of Dale Carnegie customer service training during pre-assignment. Customized training programs that exceed the above can be created for a client's specific needs at an additional cost.

d. Letters of recommendation from customers and contracting agencies.

On the following pages, we have provided a number of letters of recommendation from surrounding law enforcement agencies/departments for your review.

LOS ANGELES POLICE DEPARTMENT

**CHARLIE BECK**  
Chief of Police



**ERIC GARCETTI**  
Mayor

P. O. Box 30158  
Los Angeles, Calif. 90030  
Telephone: (213) 978-4660  
TTY: (877) 275-5273  
Ref #: 18.2.4

April 13, 2015

To whom it may concern:

This letter is in response to the G4S Secure Solutions (USA) Inc. (G4S) request to confirm that G4S has been contracted to perform security guard services for the City of Los Angeles.

As the second largest city in the United States, the City of Los Angeles and the Los Angeles Police Department (LAPD) require the services of professionally trained and managed private security officers of the highest caliber to protect dozens of critical City sites across 500 square miles of its territory.

In 2012, the City of Los Angeles undertook a thorough bidding process to identify professional security firms to support security needs of the City. After a comprehensive evaluation by the panel of representatives from different City departments, G4S and three other firms were awarded the security guard services contracts to staff over seventy locations of the City.

G4S began providing services to the City of Los Angeles and LAPD in 2013. G4S provides armed, unarmed, field supervisors and 832 PC-Qualified officers for fixed posts, bicycle, vehicle and foot beat patrols. The field supervisors drive company vehicles conducting inspections of every post, every day, and every shift.

The company utilizes the Guard Tour Management System for accountability and reporting. In the two years since contracting, G4S deploys approximately 70 Security Officers at over 25 locations for several City entities, such as:

- Housing and Community Investment;
- Public Works;
- Recreation and Parks (including the Pershing Square Park);
- El Pueblo de Los Angeles Historical Monument;
- Libraries;
- Police and;
- Bureau of Sanitation.





Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa


Page 2  
18.2.4

The local G4S management staff including, General Manager Keith Boles and Los Angeles Service Account Manager Quintin Ridley are responsive, professional and adaptive to emerging needs of the City and its requirements for professionally contracted services.

If you have any questions, or would like additional information please contact Dawn Eck, Senior Management Analyst II, Officer in Charge Administration Section, Security Services Division, at (213) 978-4678.

Very truly yours,

CHARLIE BECK  
Chief of Police



GINA A. SANDERS, Captain  
Commanding Officer  
Security Services Division



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa



# Whittier Police Department

*Quality People - Quality Service*

Serving the Communities of Whittier and Santa Fe Springs

February 27, 2015

Jorge Villaverde  
General Manager, Orange County Office  
G4S Security Solutions  
2300 E. Katella Ave. Suite 150  
Anaheim, CA 92806

Jorge:

I am writing a brief letter to say thank you for the ongoing service and support you and G4S have provided to the Whittier Police Department through our jail services agreement. We are in the midst of our ninth year of with your company, and we do so with the staffing of our jail at full complement including a wonderful Jail manager.

We have appreciated an evolving and improving level of service from the G4S jail staff over the years of the contract. Most importantly our officers have developed a strong relationship with G4S jail staff which has made them part of the family and fabric of our Department. Your jailers represent us well. Each year our jail facilities pass the annual inspections with great praise from the inspectors and much of that praise belongs to the G4S staff. I have found that the Jail Manager position is pivotal to this collaborative effort.

The Whittier Police Department looks forward to an ongoing positive working relationship with G4S as we move into another contract period in July. I know that we all have a shared interest in operating a safe and secure jail. Thank you for your part in facilitating this ongoing relationship.

Sincerely,

Lt. Kent Miller  
Administrative Lieutenant  
Whittier Police Department



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

## IRVINE POLICE DEPARTMENT

IRVINE POLICE DEPARTMENT • ONE CIVIC CENTER PLAZA  
P.O. BOX 19575, IRVINE, CALIFORNIA 92623 - 9575 • (949) 724-7000

Internet: <http://www.irvinepd.org> • E-Mail: [ipd@irvinepd.org](mailto:ipd@irvinepd.org)



David L. Maggard, Jr.  
CHIEF OF POLICE

March 12, 2015

To Whom It May Concern,

This letter is to confirm that G4S Secure Solutions (USA) Inc., formerly doing business as The Wackenhut Corporation, has been contracted to perform Custody Facility services for Irvine Police Department since 1999.

In our time working with G4S, General Manager Jorge Villaverde and Operations Manager Tom McGuire have been very responsive to our department's needs. They have provided dedicated, professional staff who provide 24/7 coverage in our temporary holding facility.

Should you have any questions, please contact me at (949) 724-7094 or by email at [jkaiser@cityofirvine.org](mailto:jkaiser@cityofirvine.org).

Sincerely,

Jennifer Kaiser  
Business Services Administrator  
Irvine Police Department



OFFICE OF COREY S. SIANEZ  
CHIEF OF POLICE


March 2, 2015

To Whom It May Concern:

Since January 2013, the Buena Park Police Department has utilized the services of G4S Secure Solutions to manage operations in our Type 1 jail facility. From the feedback I've received, G4S has done an exemplary job, with no issues. This organization has professional, well-trained Protection Officers, who represent the quality standards of our City. They are fully capable of handling an array of functions such as booking, fingerprinting, DNA gathering, cell checks and much more.

The Buena Park Police Department would recommend the services of G4S Secure Solutions for any agency considering jail custody needs.

Should you have any questions, please feel to contact me at (714) 562-3910, or email at [csianez@bppd.com](mailto:csianez@bppd.com).

Sincerely,  
  
Corey S. Sianez  
Chief of Police

CSS:cm



e. Copies of instructional material used to ensure employee adherence to ethical, quality and customer service standards.

### G4S Employee Conduct

As a security services provider to many city, county, state and federal government agencies, G4S provides its employees rigorous training on ethical behavior and compliance to ensure the highest standards of conduct. Initial new hire and recurring training helps ensure that employees are continually aware of situations that could potentially be a conflict of interest and/or inappropriate relationship. This training will incorporate the City of Costa Mesa’s ethical requirements.

### G4S Ethics Code

All G4S employees are required to undergo a comprehensive classroom course on Ethics. The business philosophy of G4S has been developed around a core set of values which are fundamental to our organization’s development and success. One of these values is Integrity, which means we can always be trusted to do the right thing, and the G4S Ethics Code below sets out how we expect all our employees to behave in order to live this core value. The principles of the G4S Ethics Code are provided below.

Being safe and secure	Being honest and trustworthy	Being fair and considerate	Being professional and proud
<ul style="list-style-type: none"> <li>▪ Put health &amp; safety first</li> <li>▪ Protect the security of our customers, the public and those in our care</li> <li>▪ Carefully follow company rules and procedures</li> </ul>	<ul style="list-style-type: none"> <li>▪ Always follow the law</li> <li>▪ Report any wrongdoing</li> <li>▪ Never offer or take a bribe</li> <li>▪ Avoid any conflict of interest</li> </ul>	<ul style="list-style-type: none"> <li>▪ Show respect and consideration for others</li> <li>▪ Treat people fairly</li> <li>▪ Consider our local communities</li> <li>▪ Think about the environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Do the best job you can</li> <li>▪ Look smart and professional</li> <li>▪ Be a good role model</li> <li>▪ Safeguard the G4S name</li> </ul>

Every G4S employee has a duty to avoid business, financial or other direct or indirect interests or relationships that conflict with the interests of the company, or divides his or her loyalty to the company. Any activity that even appears to present such a conflict must be avoided or terminated unless, after disclosure to the appropriate level of management, it is determined that the activity is not unethical or improper, does not compromise integrity and is not detrimental to the reputation and standing of the company.

G4S expects all employees to cooperate in investigations. Employees must never destroy or alter any documents or electronic records, lie to or mislead an investigator, or obstruct the collection of information relating to an investigation or any legal action brought on behalf of, or against, the company. The company shall cooperate with government agencies responsible for investigating suspected violations of law. If requested by the company, all employees are required to cooperate with investigations conducted by the government.



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

## Community Participation

Provide information on your organization's participation in local community, charitable and civic organizations and events, including membership in the Costa Mesa Chamber of Commerce, charitable contributions made by your organization, etc.

G4S is involved in many charitable efforts and organizations throughout California and the United States. At this time, G4S does not have membership in the Costa Mesa Chamber of Commerce.

## Financial Capacity

Provide the Proposer's latest audited financial statement or other pertinent information such as internal unaudited financial statements and financial references to allow the City to reasonably formulate a determination about the financial capacity of the Proposer.

G4S is a financially secure organization, which can be validated by our annual reports. We have provided our 2017 audited financial report to allow the City to determine our financial capacity. G4S' financials can be viewed and retrieved here:

<http://www.g4s.com/en/Investors/News-and-Presentations/Regulatory-Announcements/2017/03/08/2016-Full-Year-Results>

Describe any administrative proceedings, claims, lawsuits, or other exposures pending against the Proposer.

The nature of the Corporation's business results in civil claims and litigation alleging that the Corporation is liable for damages from the conduct of its employees or others. Additionally, with more than 35,000 employees nationwide, the Corporation is subject to routine compliance investigations conducted by governmental agencies, such as with the Department of Labor, the Occupational Safety and Health Administration and other regulatory agencies. In the opinion of management, there are no such claims or proceedings pending that have had or would have a material effect on the operation of the Corporation or its ability to provide services to the City of Costa Mesa.



Securing Your World

## Staffing

The Proposer must agree to assign specific individuals to the key positions (i.e., an Account Manager, Supervisor, Shift Leads, and Custody Officers). Provide a list of staff who will be assigned under this contract and indicate the functions that each will perform. Include a resume for each designated individual.

The information requested in this section should describe how Proposer intends to fulfill all staffing-related requirements specified in the Scope of Work. The Proposer shall identify how they will establish and maintain full staffing within the jail, a retention plan consisting of a progressing salary scale, reserve staffing, and quarterly or bi-monthly recruitments with interviews and backgrounds.

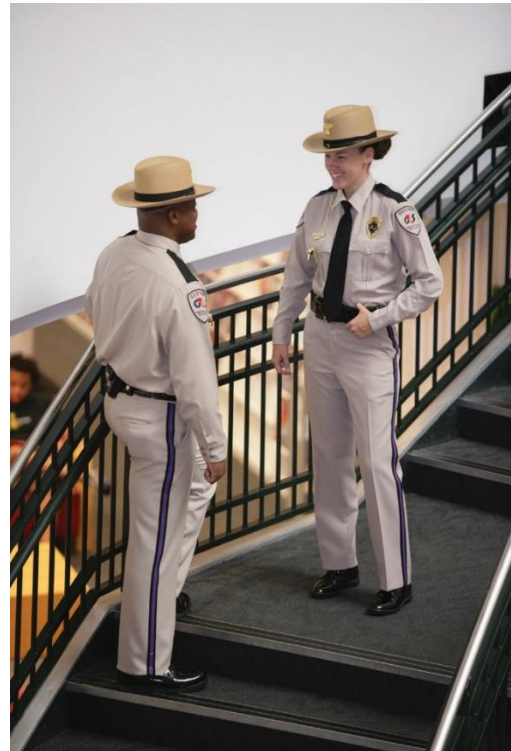
G4S agrees that, once assigned to work under the contract, key personnel shall not be removed or replaced without written notice to Costa Mesa Police Department. If key personnel are not available for work under this contract for a continuous period exceeding thirty calendar days, or are expected to devote substantially less effort to the work than initially anticipated, G4S shall immediately notify the Costa Mesa Police Department, and shall, subject to the concurrence of the Costa Mesa Police Department, replace such personnel with personnel of substantially equal ability and qualifications.

### Custom Protection Officer<sup>®</sup>

G4S' will provide the City's with the highest qualified level of security officer in the industry through our Custom Protection Officer<sup>®</sup> Program.

Custom Protection Officers (CPO) are individuals with valuable life experience in corrections and law enforcement. We recruit individuals for the CPO program who can be counted on to:

- Have a sense of duty and take pride in their performance
- Respect procedures and accountability
- Be able to problem solve
- Adapt quickly to changing situations
- Possess a strong work ethic
- Be organized and disciplined
- Be effective leaders
- React well under pressure
- Possess strong personal integrity
- Have the flexibility to work effectively on a team as well as independently when required
- Have the ability to follow through, even under difficult or stressful circumstances
- Bring strong interpersonal skills
- Value health, safety and property standards
- Be committed to professional development and learning new skills
- Possess a variety of cross-functional skills
- Always put the customer first





Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

To deliver the desired attributes consistently, we established the industry's most stringent experience requirements. Each CPO must have at least one of the following backgrounds:

- **Former Law Enforcement experience**
- **Service in the United States Military Forces, Military Police or combat arms**
- **Graduate of Police/Corrections Academy**
- **Criminal Justice Degree (Associate's or higher)**
- **Career Military**
- **Or Individuals selected with high competency that can be sponsored to complete a corrections academy (CA Adults Correction Officer Core Course) to achieve CPO designation.**

Finding the right employees for this elite program requires a targeted recruitment effort. While 42% of our CPOs come to us with military experience, 54% with law enforcement experience (either military or civilian) and 35% with criminal justice or security related degrees, many come to us with a combination of all three.

With more than 25% of all employees being veterans, G4S has been named a four-time Top 50 Military-Friendly Employer<sup>®</sup> and a four-time Most Valuable Military Employer. We are proud to have hired more than 12,000 veterans since August of 2011 in partnership with the White House's 'Joining Forces' Campaign. G4S will only hire CPOs that meet the City's staff qualifications.

G4S' recruiting method ensures a steady and continual source of qualified guard candidates. Whether it is staffing for your permanent sites, unplanned events, or shared coverage; G4S' recruiting is the starting point for a full staff of qualified officers. G4S complies with all U.S. Department of Labor wage requirements, including current Health & Welfare pay.

We use the most advanced online recruiting technology available combined with traditional methods and channels. Components of our recruiting include:

- Award winning, online G4S Career Center
- Fully automated, online Applicant Tracking System
- Specialized Military recruiting program
- Full use of traditional recruiting channels

G4S attracts the best available talent and instantly matches them to job postings where they fit best. Our leadership in recruiting and technology means the City's will benefit by our:

- Attracting and employing the best people available
- Efficiently placing the right candidates to meet your requirements
- Greater officer satisfaction as your positions fit their choice of work
- Full regulatory compliance through automated reporting
- Rapid hiring of qualified candidates when your needs require additional officers

### **Provisions Regarding Staff Called to Active Military Duty**

G4S is a supporter of the United States Armed Forces and appreciates the personnel that serve in the military. G4S has within its policies the necessary accommodations to ensure that the





Securing Your World

employee’s commitment to the armed forces can be fulfilled. Knowing this, G4S will have suitable replacement personnel trained and vetted for the project and upon deployment the shared/relief personnel will assume the position vacated by the deployed guard and upon return of the deployed guard there will be the opportunity to return to the project.

G4S requires all candidates successfully pass a pre-employment background investigation and a 10-panel drug screening before offering employment. G4S’ personnel requirements mirror the Bureau’s requirements and G4S will only submit individuals who meet all staff qualifications, experience and physical qualifications of the Guard position. Each candidate is subjected to a rigorous background investigation prior to employment and must successfully pass the following:

**Elements of Background Screening**

Screening Element	Description
<b>Identity Verification</b>	G4S 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 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.
<b>Employment/ Education Verification</b>	G4S verifies all prior employment and/or education for the last 10 years. We also verify periods of unemployment lasting 60 days or more.
<b>Criminal Records Check</b>	G4S conducts a county of residence criminal record check for all residential addresses provided for the last 10 years. Where statewide criminal record checks are available, G4S requests a search from the appropriate state agency. We also conduct a multi-jurisdictional search of criminal databases that covers courts, correctional departments, departments of parole, and sex offender registries nationwide.
<b>Drug Screen</b>	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. G4S has a national contract with Quest Diagnostics to provide drug screens.
<b>Driver’s License Check</b>	G4S initiates a check of the applicant’s driving record through the state department of motor vehicles. This will reveal all traffic violations, driving-related offenses, and substantiate a valid operator’s license.
<b>Credit Report</b>	G4S initiates a credit check to determine financial responsibility.
<b>Physical Examination</b>	A licensed physician conducts a medical examination of the applicant to determine physical capability to perform security officer duties.
<b>Psychological Examination</b>	G4S administers the Minnesota Multiphasic Personality Inventory (MMPI) applicants prior to employment. To ensure the integrity of these examinations, G4S has established national agreements with providers who have been thoroughly vetted.

Upon completion of the G4S background and contingency of hire to the applicant for the guard position, G4S submits the completed background investigation package along with other



Securing Your World

required information (e.g., medical examination results, and security guard licenses) to the agency’s program manager as required for additional verification of employment application, e.g., fingerprinting and checks via NCIC/NLETS for suitability determination.

## G4S Local Management

### *Senior Vice President*

California & Pacific Region

#### **MARK TSUJI**

---

##### *Responsibilities*

- Provides overall guidance & management for the operations of all area offices within their specific region
- Responsible for developing new markets, implementing company strategy, & maintaining operational excellence
- Responsible for coordination of regional resources to assist in startup & operations for complex accounts & emergency or disaster response services

##### *Experience*

- Joined G4S in 1992
- 15 years of successful experience in management, training, sales, investigations & marketing within the security field

##### *Associations & Certifications*

- ASIS
- BOMA
- Law Enforcement & Private Security (LEAPS)
- National Association of Chief of Police
- Sits on the advisory board for Cal-State Fullerton
- Board of Directors, California Association of Licensed Security Agencies, Guards and Associates (CALSAGA)

##### *Education*

- B.S. Degree in Business, Minor in Psychology of Marketing, San Diego State University

### *General Manager*

Anaheim Area Office

#### **JORGE VILLAVERDE**

---

##### *Responsibilities*

- Provides direct supervision, guidance, & support to all of their office personnel to assure continued delivery of quality security services to all customers within their geographic area
- Overall responsibility for ongoing business development & growth for their area office
- Responsible for maintaining an active, strong partnership with all current clients

##### *Experience*

- Joined G4S in 1992 and has held numerous positions
- Former Police Officer for the Ventura County Sheriff’s Department
- Former Police Sergeant and SWAT team member in the U.S. Army.



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

*Associations & Certifications*

- ASIS
- LEAPS
- BOMA
- CAI

*Operations Manager (CMPD Account Manager)*

Anaheim Area Office

**THOMAS J. MCGUIRE**

---

*Responsibilities*

- Assists General Manager in the operations of their area office to include quality assurance and contract compliance for current customers.
- Coordinates recruiting, training and assignment of newly hired security officers that will meet the stringent G4S requirements
- Ensures that contract-required training and screening for security officers are met providing customers reduced risk of turnover at sites.
- Responsible for the staffing, scheduling and discipline of security officers and supervision of payroll and billing for invoicing and payroll accuracy

*Experience*

- Joined G4S Secure Solutions (USA) Inc. in 2004 as a Field Supervisor
- Over thirty years progressively responsible Security Operations and Administrative experience including staff management, planning, and coordinating, organizing and special security projects management.
- Served honorably for more than twenty years in the United States Air Force in numerous Security Forces units world wide.
- Assigned for five years as a Security Manager for a Department of Defense contract overseas
- Decorated combat wounded veteran and Purple Heart recipient

*Associations & Certifications*

- FBI Hostage Negotiations and Crisis Management
- Intrusion Detection Systems Certification
- Total Quality Management Certification
- Custom Protection Officer (CPO) certified
- Member of the Military Order of the Purple Heart
- Military Meritorious Service and Commendation Awards

**Please see Method of Approach, page 4, for identifying staffing compliance measures.**



Securing Your World

## Cost Proposal

CONFIDENTIAL AND PROPRIETARY

All Proposers are required to use Cost Proposal, Attachment B to be submitted with their Proposal.

Pricing instructions should be clearly defined to ensure fees proposed can be compared and evaluated. Proposals shall be valid for a minimum of 180 days following submission.

### G4S Custody Officer Services City of Costa Mesa - Jail Support Service *Year 1 - (2018-2019)*

Employee Designation	Weekly Hours	Officer Hourly Pay Rate	G4S Hourly Bill Rate	Estimated Monthly Cost	Estimated Annual Cost
CPO Custody Supervisor (1 FTE - Exempt)	40	\$ 31.25	\$ 49.94	\$ 8,656.27	\$ 103,875.20
CPO Custody Shift Lead Officer (3.2 FTE - Non-Exempt)	128	\$ 21.50	\$ 38.04	\$ 21,099.52	\$ 253,194.24
CPO Custody Officer (6.8 FTE - Non-Exempt)	272	\$ 19.50	\$ 34.94	\$ 41,182.61	\$ 494,191.36
	440			\$ 70,938.40	\$ 851,260.80

### G4S Custody Officer Services City of Costa Mesa - Jail Support Service *Year 2 - (2019-2020)*

Employee Designation	Weekly Hours	Officer Hourly Pay Rate	G4S Hourly Bill Rate	Estimated Monthly Cost	Estimated Annual Cost
CPO Custody Supervisor (1 FTE - Exempt)	40	\$ 32.19	\$ 51.33	\$ 8,897.20	\$ 106,766.40
CPO Custody Shift Lead Officer (3.2 FTE - Non-Exempt)	128	\$ 22.50	\$ 39.67	\$ 22,003.63	\$ 264,043.52
CPO Custody Officer (6.8 FTE - Non-Exempt)	272	\$ 20.50	\$ 36.53	\$ 43,056.69	\$ 516,680.32
	440			\$ 73,957.52	\$ 887,490.24

### G4S Custody Officer Services City of Costa Mesa - Jail Support Service *Year 3 - (2020-2021)*

Employee Designation	Weekly Hours	Officer Hourly Pay Rate	G4S Hourly Bill Rate	Estimated Monthly Cost	Estimated Annual Cost
CPO Custody Supervisor (1 FTE - Exempt)	40	\$ 33.15	\$ 52.79	\$ 9,150.27	\$ 109,803.20
CPO Custody Shift Lead Officer (3.2 FTE - Non-Exempt)	128	\$ 23.50	\$ 41.25	\$ 22,880.00	\$ 274,560.00
CPO Custody Officer (6.8 FTE - Non-Exempt)	272	\$ 21.50	\$ 38.16	\$ 44,977.92	\$ 539,735.04
	440			\$ 77,008.19	\$ 924,098.24

**CONFIDENTIAL AND PROPRIETARY**

**CA Minimum Wage Increase Impact**

The above proposed contract labor and billing rates are established in an effort to provide annual tiered increases to G4S Custody Officers assigned under the contract to ensure staffing compliance and retention. Recent staffing challenges are a direct result of depressed wages paid to Custody Officers under the current contract. The wages under the current agreement were established during the 2012 contract negotiations and have not been adjusted during the course of the contract to account for market wage inflation.

Due to the new California Statewide minimum wage law, in addition to many local municipalities working to pass local minimum wage ordinances in Southern California, labor costs and compensation are increasing across the general local employment industry. Below is an analysis of California statewide minimum wage increases over a 4 year term from 2015 through 2018. Additionally, with Statewide minimum wage is scheduled to be at \$15.00/hour by 2022, therefore it is critical that CMPD and G4S to work together on establishing pay scales that define market rates for Custody Officer personnel in the area in order to maintain retention of qualified personnel.

**CA Minimum Wage Increases**

*Previous 4 years*

Year	CA Minimum Wage	Year over Year % Increase
2015	\$ 9.00	N/A
2016	\$ 10.00	10.00%
2017	\$ 10.50	4.76%
2018	\$ 11.00	4.55%
<b>Total CA Min. Wage Increase since 2015 =</b>		<b>18.18%</b>

**Security Industry Employment Market in Orange County**

Current labor market conditions in Orange County continue to present challenges for recruitment of skilled and experienced security personnel at historical pay rates, as well as retention of quality staff as employment opportunities continue to increase across multiple industries.

Below is a report from the U.S. Bureau of Labor showing unemployment in Orange County dropping from 6.6% in late 2013 to presently 3.1% as of Q3 2017, a decline of over half. This decline translates into less employment candidates on the open market for recruitment, meaning attractive wages are necessary to continue recruitment standards. Source: [Economic Research - Orange County Unemployment Chart \(Current\)](#)



Securing Your World



## Disclosure

Please disclose any and all past or current business and personal relationships with any current Costa Mesa elected official, appointed official, City employee, or family member of any current Costa Mesa elected official, appointed official, or City employee. Any past or current business relationship may not disqualify the firm from consideration.

To the best of our knowledge and belief, no employees or officials of G4S have any business or personal relationships with any Costa Mesa elected officials, appointed official, or City employee. As a large corporation with more than 35,000 employees across the United States, it is not possible for us to respond with respect to all employees. The G4S personnel directly responsible for managing the contract have no such relationships.



## Sample Professional Service Agreement

The firm selected by the City will be required to execute a Professional Service Agreement with the City. A sample of the Agreement is enclosed as Appendix A, but may be modified to suit the specific services and needs of the City. If a Proposer has any exceptions or conditions to the Agreement, these must be submitted for consideration with the Proposal. Otherwise, the Proposer will be deemed to have accepted the form of Agreement. See No. 12 of this RFP below.

G4S provides the following exceptions for the City’s consideration. We look forward to the opportunity to discuss these items with you.

Page Reference	Exception	Explanation
<p>Sample Agreement; Page 15; Section 4.4</p> <p>Notice of Termination</p>	<p><b><u>ADD:</u></b></p> <p><u>Consultant may terminate this Agreement with cause only if City breaches the Agreement in any material respect and fails to cure or commence to cure such breach within thirty (30) days following receipt of written notice from Consultant of any material breach and demand to cure. Should City fail to cure or reasonably commence to cure said breach within the thirty (30) day period, then Consultant may give a minimum of ninety (90) days’ written notice to City that it will terminate this Agreement. Consultant may terminate this Agreement upon one hundred twenty (120) days’ written notice to the City in the event that performance of Consultant’s obligations under the Agreement become commercially impractical including changes in legislative or regulatory requirements affecting performance of the services or business factors such as changes in level or type of service required by the City that Consultant is unable to meet.</u></p>	<p>G4S respectfully requests the same termination rights that we mutually agreed for G4S under the current contract as set out again here.</p>
<p>Sample Agreement; Page 18; Section 6.9</p> <p>Indemnification and Hold Harmless</p>	<p><b><u>DELETE AND REPLACE WITH THE FOLLOWING:</u></b></p> <p><u>To the fullest extent permitted by law, the Consultant assumes liability for and shall save and protect, hold harmless, indemnify, and defend the City and its elected and appointed officials, officers, and employees (all the foregoing, hereinafter collectively, "Indemnitees") from and against all claims, suits, demands, damages, losses, expenses, and liabilities of any kind whatsoever (all the foregoing, hereinafter collectively "Claims"), whether or not suit is actually filed, and any judgment rendered against City's elected or appointed officers, employees, or</u></p>	<p>G4S requests the same indemnity language as previously agreed.</p>



	<p><u>agents, including, without limitation, attorneys' fees, that may be asserted or claimed by any person, firm or entity arising out of or in connection with any claimed or actual negligent acts or omissions in the performance of the work, operations, or activities of G4S, its agents, employees, subcontractors, suppliers, or invitees.</u></p> <p><u>"Claims" as used in this section shall include, without limitation, those for personal injuries, wrongful death, mental or emotional distress, loss of consortium, damage to or loss of use of real, personal or intangible property of any kind, loss of income, loss of earning capacity, and business, financial, commercial or pecuniary losses of any kind whatsoever, and attorney's fees, and costs and expenses of any kind whatsoever.</u></p> <p><u>Consultant's indemnity and defense obligations shall cover the acts or omissions of any of Consultant's subcontractors, and suppliers, and the employees of any of the foregoing.</u></p> <p><u>The Consultant's indemnity and defense obligation under this Section includes, without limitation, any claims, suits, demands, damages, losses, expenses, and liabilities arising from allegations of violations of any federal, State, or local law or regulation, and from allegations of violations of Consultant's or its subcontractor's personnel practices or from any allegation of an injury to an employee of the Consultant or subcontractor performing work or labor necessary to carry out the provisions of this Contract.</u></p> <p><u>The indemnification obligations in this Section shall not be construed to negate, abridge or otherwise reduce any other obligation of indemnity the Consultant may have with respect to the City which may otherwise exist. If any judgment is rendered against the City or any of the other individuals enumerated above in any such action, the Consultant shall, at its expense, satisfy and discharge the same. This indemnification shall survive termination or expiration of this Agreement.</u></p>	
RFP Page 37:	<p><u>The contractor shall provide equipment and supplies to ensure a clean and healthy environment at all times. Hygiene items must be provided to inmates for their</u></p>	G4S currently does not purchase the equipment, and cleaning supplies





Securing Your World

	<u>personal use as mandated by applicable laws and regulations.</u>	related to cleaning of the jail. G4S rates do not include purchasing these supplies or related equipment.
RFP Page 37:	<u>The Contractor's staff will provide food services to all inmates.</u>	G4S currently does not purchase the food services related to administering meals. G4S rates do not include purchasing the food services.



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

## Checklist of Forms to Accompany Proposal

As a convenience to Proposers, following is a list of the forms, Appendix B included in this RFP, which should be included with Proposals:

1. Vendor Application Form
2. Company Profile & References
3. Ex Parte Communications Certificate
4. Cost Proposal
5. Disclosure of Government Positions
6. Disqualifications Questionnaire



**POLICE  
ENTRANCE**  
714-754-5252

SLIPPERY  
WHEN WET



**JAIL SERVICES**  
**RFP No. 18-06**  
*Staffing*  
*Addendum*

City of Costa Mesa  
Stephanie Urueta, RFP Facilitator  
City Hall, Office of the City Clerk  
77 Fair Drive  
Costa Mesa, CA 92628-1200  
[stephanie.urueta@costamesaca.gov](mailto:stephanie.urueta@costamesaca.gov)

G4S Secure Solutions (USA) Inc.  
Jorge Villaverde, General Manager  
2300 East Katella Avenue, Suite 150  
Anaheim, CA 92807  
714-939-4900  
[jorge.villaverde@usa.g4s.com](mailto:jorge.villaverde@usa.g4s.com)

**January 22, 2018**



Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

## Table of Contents

Staffing.....	1
Custom Protection Officer® .....	1



Securing Your World

## Staffing

The Proposer must agree to assign specific individuals to the key positions (i.e., an Account Manager, Supervisor, Shift Leads, and Custody Officers). Provide a list of staff who will be assigned under this contract and indicate the functions that each will perform. Include a resume for each designated individual.

The information requested in this section should describe how Proposer intends to fulfill all staffing-related requirements specified in the Scope of Work. The Proposer shall identify how they will establish and maintain full staffing within the jail, a retention plan consisting of a progressing salary scale, reserve staffing, and quarterly or bi-monthly recruitments with interviews and backgrounds.

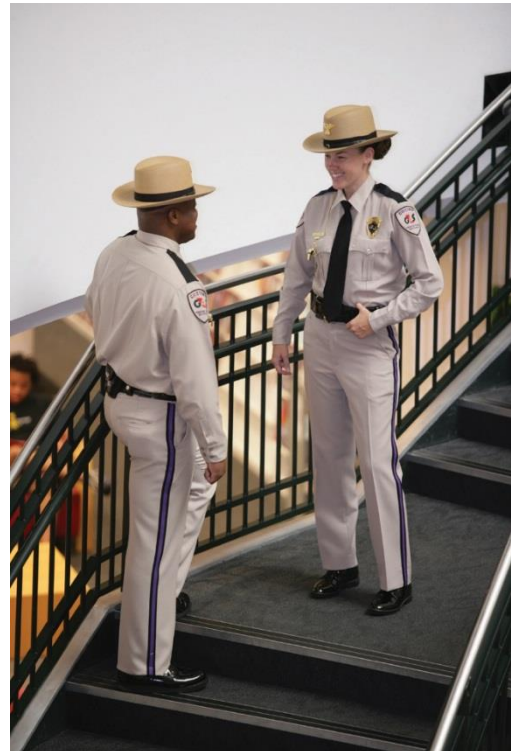
G4S agrees that, once assigned to work under the contract, key personnel shall not be removed or replaced without written notice to Costa Mesa Police Department. If key personnel are not available for work under this contract for a continuous period exceeding thirty calendar days, or are expected to devote substantially less effort to the work than initially anticipated, G4S shall immediately notify the Costa Mesa Police Department, and shall, subject to the concurrence of the Costa Mesa Police Department, replace such personnel with personnel of substantially equal ability and qualifications.

### Custom Protection Officer<sup>®</sup>

G4S' will provide the City's with the highest qualified level of security officer in the industry through our Custom Protection Officer<sup>®</sup> Program.

Custom Protection Officers (CPO) are individuals with valuable life experience in corrections and law enforcement. We recruit individuals for the CPO program who can be counted on to:

- Have a sense of duty and take pride in their performance
- Respect procedures and accountability
- Be able to problem solve
- Adapt quickly to changing situations
- Possess a strong work ethic
- Be organized and disciplined
- Be effective leaders
- React well under pressure
- Possess strong personal integrity
- Have the flexibility to work effectively on a team as well as independently when required
- Have the ability to follow through, even under difficult or stressful circumstances
- Bring strong interpersonal skills
- Value health, safety and property standards
- Be committed to professional development and learning new skills
- Possess a variety of cross-functional skills
- Always put the customer first





Securing Your World

Jail Services RFP No. 18-06  
Police Department  
City of Costa Mesa

To deliver the desired attributes consistently, we established the industry's most stringent experience requirements. Each CPO must have at least one of the following backgrounds:

- ***Former Law Enforcement experience***
- ***Service in the United States Military Forces, Military Police or combat arms***
- ***Graduate of Police/Corrections Academy***
- ***Criminal Justice Degree (Associate's or higher)***
- ***Career Military***
- ***Or Individuals selected by G4S and the City, with high competency that can be sponsored to complete a corrections academy (CA Adults Correction Officer Core Course) to achieve G4S internal CPO designation.***

With more than 25% of all employees being veterans, G4S has been named a four-time Top 50 Military-Friendly Employer<sup>®</sup> and a four-time Most Valuable Military Employer. We are proud to have hired more than 12,000 veterans since August of 2011 in partnership with the White House's 'Joining Forces' Campaign. G4S will only hire CPOs that meet the City's staff qualifications.

G4S' recruiting method ensures a steady and continual source of qualified guard candidates. Whether it is staffing for your permanent sites, unplanned events, or shared coverage; G4S' recruiting is the starting point for a full staff of qualified officers. G4S complies with all U.S. Department of Labor wage requirements, including current Health & Welfare pay.

We use the most advanced online recruiting technology available combined with traditional methods and channels. Components of our recruiting include:

- Award winning, online G4S Career Center
- Fully automated, online Applicant Tracking System
- Specialized Military recruiting program
- Full use of traditional recruiting channels

G4S attracts the best available talent and instantly matches them to job postings where they fit best. Our leadership in recruiting and technology means the City's will benefit by our:

- Attracting and employing the best people available
- Efficiently placing the right candidates to meet your requirements
- Greater officer satisfaction as your positions fit their choice of work
- Full regulatory compliance through automated reporting
- Rapid hiring of qualified candidates when your needs require additional officers