

TRANSIT SYSTEMS • SECURITY

1260 MORENA BLVD. #200, SAN DIEGO, CA 92110 (619) 275-7000

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PRESENTED TO:
METROPOLITAN TRANSIT SYSTEM
Purchasing/Procurement Department
1255 Imperial Avenue, Suite 1000
San Diego, CA 92101

PRESENTED BY:
Heritage Security Services

DATE:
April 8, 2010

Proposal for Security Guard Services MTS DOC. NO. G1299.0-10

MISSION STATEMENT

"Heritage Security Services

Provides the Optimum Balance of

Electronic and Human Security Services

to Deter and Mitigate Crimes and Other Violations

for the Safety and Peace of Mind of our Clients and the Public"

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Section 2 – Letter of Transmittal

TRANSIT SYSTEMS SECURITY

1260 Morena BLVD., Suite 200, San Diego, CA 92110
Telephone: (619) 275-7000
Facsimile: (619)275-7035

April 7, 2010

MTS Procurement Department
1255 Imperial Avenue, Suite 1000
San Diego, CA 92101

Attention: **Marianne Lawrence, Contract Officer**
Subject: **Proposal for Security Guard Services**

Dear Ms. Lawrence:

Transit Systems Security is pleased to propose its services in compliance with the Request for Proposal dated February 11, 2010. As requested, we provide herewith a bid package outlining the qualifications of the firm and our ability to meet and exceed the needs of the Metropolitan Transit System.

We are confident that Transit Systems Security is the most logical choice for the MTS contract. Transit Systems Security and its sister company Heritage Security Services has a long and successful history of providing security guard services for government agencies (including our current role as the Security Guard provider for the San Diego Metropolitan Transit System, the North County Transit District and the County of San Diego), an extremely competent and highly tenured management staff, as well as thirty years of experience in meeting the increasingly stringent security requirements of the California Bureau of Security and Investigative Services.

While we have been careful to offer services that are fully responsive to the requirements of the RFP, we are pleased to recommend value added enhancements to certain requirements including proprietary technological innovations that can optimize security service quality as well as minimize unnecessary costs.

Transit Systems Security hereby authorizes the San Diego Metropolitan Transit System Procurement Department to contact all references listed in the proposal document.

1. Proposed Working Relationship with Subcontractors:

In accordance with stipulations set forth in the RFP, Transit Systems Security will be utilizing Labor Ready Staffing as a subcontractor, to provide additional ambassadors during some special events requiring large amounts of additional staffing.

2. Addenda Acknowledgement:

Transit Systems Security hereby acknowledges receipt of the RFP Addendum Number 1, dated March 22, 2010, and Responses to Approved Equals/Clarifications dated March 24, 2010, as indicated in the attached MTS Addenda Acknowledgement Form found in **Appendix 1 – Required Documents**.

3. Designated Contact Person:

In order to facilitate a smooth and timely proposal evaluation process, the following binding authority is being provided as a liaison for clarification and scheduling purposes:

Transit Systems Security
1260 Morena Blvd., Suite 200
San Diego, CA 92110
Attn: Ken Moller, President
Office: 619-275-7000
Fax: 619-275-7035


4. Proposal Term of Validity:

All terms quoted in the following proposal are valid for one-hundred and eighty (180) days from the proposal due date of April 8, 2010.

Thank you very much for the opportunity to participate in this procurement. Transit Systems Security has been deeply honored to serve the management and patrons of the San Diego Trolley and San Diego Transit Company for almost 30 years and is most grateful for an opportunity to compete in this process.

We look forward to a favorable evaluation of past TSS performance, high marks for our responses to this RFP and strong recommendation for Transit Systems Security as the contractor best qualified to provide transportation security services for the growing MTS network.

Sincerely,


Ken Moller, President
Heritage Security Services

Section 3 - Technical Proposal

3.1 Qualifications, Related Experience and References

3.1.1 Company Profile

Heritage Security Services entered the security business in 1980 as a spin-off from a security officer training school and was awarded its first contract to manage security officers at the newly opened San Diego Seaport Village. Incorporated on March 27, 1981, the business name officially became **Heritage Security Services** in 1983.

In July of 1981, when the San Diego Trolley light rail system began its initial 16 mile south line to the International Border at San Ysidro, the San Diego Metropolitan Transit Development Board sought a contractor that could provide public relations oriented security services on a light-rail system with very low operating costs. **Heritage's** strong training resources, recent success at Seaport Village and low overall price won the initial contract over 15 competitors, including both San Diego Police and Sheriff's Departments. Five years later, after successfully renewing the contract during a second procurement, **Heritage** spun off **Transit Systems Security**, a separate affiliated firm, under the same ownership, dedicated to the management of transit contracts. **TSS** is currently operating under a five-year contract to provide security services to San Diego's North County Transit District, making **TSS** the largest provider of public transportation security in San Diego County.

Heritage has since formed three other firms to provide additional services to its clients:

- a. **Fort Heritage Couriers**, an armed bank courier service that provides bank deposit and document transportation throughout San Diego County.
- b. **Heritage Investigations**, created in 1983, serves the general public as well as provides our clients with expert quality-control surveillance and skilled accident, crime and employee misconduct investigations. Our expert investigators respond to

reports of sexual harassment, illegal discrimination, substance abuse and employee negligence. These comprehensive investigations assist our managers in ensuring a quality workforce capable of meeting the needs of the Metropolitan Transit System. Our investigators also provide insurance carriers and clients with prompt, detailed reports regarding liability claim cases.

- c. **Richman Technology Corporation** was formed in 2002 to provide the latest workforce management technology available to provide employee accountability in the workplace.

Heritage employs approximately 800 security officers and reports over \$26 million in annual sales. Our three regional offices (Inland Empire, North San Diego County and Orange County) support our clients' personnel needs over a wide geographic area and provide an additional staffing resource in emergency and contingency staffing situations.

Heritage is a privately held California Corporation, owned and operated by Lawrence Richman. The company has a flat organizational structure to reduce the layers of management and supervision between front line staff and senior management.

Heritage also maintains a Department of Defense clearance and, in June, 2005, Heritage's proposal HSTO1-05-R-OPTR0UT-2 to the Transportation Security Administration (TSA) led to a Basic Ordering Agreement (BOA) as a Qualified Vendor to perform security screening services at all U.S. commercial airports. Heritage currently provides similar screening services, under TSA and U.S. Coast Guard supervision, for San Diego cruise ships at the Unified Port District of San Diego and external security guard services at four (4) San Diego County general aviation airports.

Over the past five years, Heritage Security Services has been one of the most successful security firms in the region. Turnover in the Security Guard Industry is typically very high and, over the past 17 years, Heritage Security Services has consistently maintained an exemplary average turnover ratio of 111% while the Industry average has hovered between 150 and 200% (Source: American Society for Industrial Security - ASIS).

Over the past 2 years TSS has maintained an average turnover rate of 75.5% which is well below the industry average. This is accomplished by providing competitive wages, a quality benefits program, placing officers in assignments for which they are best suited and allowing for a more fulfilling work environment. Our success in the security industry is due to an innovative Chairman and sole owner, a flat organizational chart, an experienced and tenured management team and our dedication to providing value-added services to our clients. With a wealth of experience operating in the transit environment and the unique issues that are inherent in significant amounts of interaction with the general public and local law enforcement, Transit Systems Security is exceptionally well positioned to meet the needs of the San Diego Metropolitan Transit System.

Heritage has several Southern California offices which can be accessed for contingency staffing in the event of an emergency. Clients can rest assured that the exemplary service that they receive from the San Diego Corporate Office is duplicated at all of the outlying offices. Transit Systems Security will be using its office on Newton Avenue in San Diego to provide MTS scheduling, training and administration. Heritage Security's San Diego Corporate Office will provide additional administrative support via its Accounting, Human Resources, Operations, Training and Information Technology Departments, as well as client communication and support from its Executive Management team.

Summary of office locations:

Transit Systems Security Office

1535 Newton Avenue
San Diego, CA 92113
Phone: (619) 595-4970
Fax: (619) 231-8445
Staff Level: 122 Personnel

San Diego Corporate Office:

1260 Morena Blvd. Suite 200
San Diego, CA 92110
Phone: (619) 275-7000
Fax: (619) 275-7035
Staff Level: 430 Personnel

Inland Empire Office:

41743 Enterprise Circle North Suite 209
Temecula, CA 92590
Phone: (951) 296-6189
Fax: (951) 296-6192
Staff Level: 90 Personnel

North County Transit District Office

195 South Tremont St.
Oceanside, CA 92054
Phone: (760) 966-6798
Fax: (760) 722-8346
Staff Level: 27 Personnel

San Diego North County Office:

2110 S. Coast Highway, Suite M
Oceanside, CA 92054
Phone: (760) 439-6000
Fax: (760) 439-6002
Staff Level: 80 Personnel

Orange County Office:

202 W Lincoln Ave., Suite J
Orange, CA 92865
Phone: (714) 240-3146
Fax: (714) 558-8938
Staff Level: 55 Personnel

SUPPLEMENTAL INFORMATION

3.1.4 Company Experience

San Diego Metropolitan Transit System

Contact: Bill Burke, Director of Transit Security

1255 Imperial Avenue, Suite #900

San Diego, CA 92101

Phone: (619) 595-4947

Fax: (619) 231-6760

E-mail: Bill.Burke@sdti.sdmts.com

Description

Transit Systems Security has been the preferred contract security provider for the San Diego Trolley and Transit System for the last twenty-nine years. This contract represents about 24,000 hours a month or 300,000 hours a year and expires in 2010. The contract requires approximately 125 full-time armed and un-armed security officers, with Annual revenue of approximately \$6,000,000.

TSS provides SDMTS with all currently required service categories listed in the RFP under section B.1 SCOPE OF SERVICES. Our purpose is to provide a safe and secure environment in which the public are comfortable utilizing this mass transit system. This is achieved through strict compliance to defined policies and procedures. Comprehensive training programs and close supervision are the keys to our long term success. Great emphasis is put upon defining our role as security and not law enforcement, while still being able to interact at a collegial level with the varied law enforcement agencies and MTS Code Compliance officers that have jurisdiction throughout the system. Although we deal with all elements of society, our officers are trained to respect the rights of all citizens and to enforce transit policy compliance impartially, with an emphasis on customer relations.

Activities of Key Personnel

Lawrence Richman, Chairman, Ken Moller, President and David Hoffman, Vice President of Operations, are directly responsible for administering the contract and ensuring that client needs are being met. Captain Dennis Jackson is the Account Manager of all personnel assigned to the MTS contract and interacts directly with Trolley Security management to ensure that all directives are communicated to personnel in a satisfactory and timely manner.

Administrative Sergeant Daniel Werden is responsible for ensuring that all officer reports are logged appropriately within the Company's proprietary CyCop software system (see Appendix 6 - CyCop), ensuring that all payroll and billing information is accurate and processing new employees prior to the commencement of their initial training. Lieutenants Salcedo and Alexander are responsible for scheduling, monitoring and supervising all personnel assigned to the contract.

The Watch Sergeants are responsible for site training and supervision of field personnel under their command, as well as providing training, supervision and operational direction to supplemental personnel during special events. Heritage Security Services Corporate Office personnel are responsible for numerous support functions, including payroll preparation, recruitment & Screening, BSIS required training and Information Technology support.

North County Transit District

Contact: Thomas Lichterman, Director of Rail Services

810 Mission Avenue

Oceanside, CA 92054

Phone: (760) 967-2855

Fax: (760) 722-0940

E-mail: tlichterman@nctd.org

Description

Transit Systems Security has been the contract security provider at North County Transit District (NCTD) since 1997. This contract represents approximately 3,600 hours a month or 43,000 hours a year and expires in 2013. The annual revenue from this contract is approximately \$900,000.

TSS provides armed platform officers for the NCTD Coaster and Sprinter as well as mobile patrols of train routes. The Coaster operates in the North - South coastal corridor serving the cities of Oceanside, Carlsbad, Encinitas, Solana Beach and San Diego. The Sprinter operates in the East – West corridor serving the cities of Oceanside, Vista, San Marcos and Escondido. Each rail system has its own unique needs and priorities. Heritage has been successful because security services are tailored to the specific needs of each system. TSS officers are regularly required to interact with law enforcement and NCTD personnel in the numerous jurisdictions serviced by NCTD. As with the San Diego Metropolitan Transit System contract, our NCTD Security officers are trained to respect the rights of all citizens and enforce transit policy compliance with an emphasis on customer relations.

Activities of Key Personnel

Lawrence Richman, Chairman, Ken Moller, President and David Hoffman, Vice President of Operations, are directly responsible for administering the contract and ensuring that client needs are being met. A dedicated NCTD Security Manager is responsible for the supervision of all personnel assigned to the NCTD contract and interacts directly with NCTD Security management to ensure that all directives are communicated to personnel in a satisfactory and timely manner. Heritage Security Services Corporate Office personnel are responsible for numerous support functions, including payroll, recruitment and screening, BSIS required training and Information Technology support.

3.1.5 Subcontractor Information

For the last three years, Transit Systems Security has utilized Labor Ready staffing on an as-needed basis to provide additional Ambassador level personnel during special events requiring large numbers of supplemental personnel. All Labor Ready personnel wear distinctive red polo shirts and windbreakers to differentiate themselves from TSS officers. TSS has utilized the services of Labor Ready for the last three years at over fifty events. All Labor Ready personnel report directly to TSS supervision and are directed in their duties by TSS Officers. The Company's information is as follows:

Labor Ready

Robert Contreras – Branch Manager

2884 University Avenue

San Diego, CA 92104

Phone:

(619) 276-7364

Fax:

(619) 276-5731

3.1.6 References

Transit Systems Security and its sister company Heritage Security Services takes great pride in being the largest provider of security for the public sector in San Diego. The following satisfied clients have provided the Company with a wealth of experience in dealing with the general public on a regular basis and make Heritage Security a premiere choice for any public transit agency seeking a security guard company that understands the unique issues inherent in these types of facilities:

San Diego Metropolitan Transit System
Contact: Bill Burke, Director of Transit Security

1255 Imperial Avenue, Suite #900

San Diego, CA 92101

Phone: (619) 595-4947

Fax: (619) 231-6760

E-mail: Bill.Burke@sdti.sdmts.com

Description

Transit Systems Security has been the preferred contract security provider for the San Diego Trolley and Transit System since 1981 with a current contract end date of 2010. This contract represents about 24,000 hours a month or 300,000 hours a year. We employ approximately 130 full-time armed and un-armed security officers. The annual revenue from this contract is approximately \$6,000,000. Our purpose is to provide a safe and secure environment in which the public are comfortable utilizing this mass transit system. This is achieved through strict compliance to defined policies and procedures. Comprehensive training programs and close supervision are the keys to our long term success. There is great emphasis put upon defining our role as security and not law enforcement. Although we deal with all aspects of society our

officers are trained to respect the rights of all citizens and still be able to enforce transit policy compliance with an emphasis on customer relations.

Relevance

Approximately 130 armed and unarmed security officer contract with a public transit agency resulting in a high level of public interaction and scrutiny throughout a public transportation environment. Regular special events requiring large numbers of contingency staff. Varied duties requiring flexibility and a high level of communication and cooperation with the client. Operated within schedule and budget parameters. Project involves an extremely high degree of local law enforcement interaction, high public contact and includes regular field interviews and arrests.

North County Transit District

Contact: Thomas Lichterman, Director of Rail Services

810 Mission Avenue

Oceanside, CA 92054

Phone: (760) 967-2855 Fax: (760) 722-0940 E-mail: tlichterman@nctd.org

Description

Heritage Security has been the preferred contract security provider North County Transit System since 1997. This contract represents approximately 3,600 hours a month or 43,000 hours a year and the current term is due to end in 2013. The annual revenue from this contract is approximately \$900,000. Our purpose is to provide a safe and secure environment for passengers and employees. The Coaster operates in the North - South coastal corridor serving the cities of Oceanside, Carlsbad, Encinitas, Solana Beach and San Diego. The Sprinter operates in the East – West corridor serving the cities of Oceanside, Vista, San Marcos and Escondido.

Each rail system has its own unique needs and priorities. Heritage has been successful because security services have been tailored to the specific needs of each system.

Relevance

25+ armed security officer contract with a public agency resulting in a high level of public interaction and scrutiny throughout a public transportation environment. Contingency and emergency staffing levels can include increases of 50 armed security officers. Operated within schedule and budget parameters. High public contact and high Customer Service expectation.

County of San Diego, General Services
Contact: Walter Stepahin, Contract Administrator

5555 Overland Avenue

San Diego, CA 92123

Phone: (858) 694-2923

E-Mail: Walter.Stepahin@sdcounty.ca.gov

Description

Heritage began providing Armed and Unarmed Security Officers to the County of San Diego General Services Division in October 2008. Forty three screened and San Diego County cleared security officers monitor and patrol six facilities throughout the County. All officers and County assigned supervisors are monitored in real-time via Richman Technology Corporation's proprietary CyCop® Guard Tracking system to ensure constant activity and verify that assigned supervisors are visiting each facility regularly. This contract represents about 7,000 hours a month or about 84,000 hours a year. The contract is currently on the first of four possible extensions resulting in an expected end date of 2013. Heritage has been successful because our security services have been tailored to the specific needs of each client property.

Relevance

40+ unarmed/ armed security officer contract with a public agency resulting in a high level of public interaction and scrutiny throughout a high traffic public access environment. Contingency and emergency staffing levels can increase to 50 armed or unarmed security officers. Operated within schedule and budget parameters. High public contact and Customer Service expectation.

San Diego Unified Port District

Contact: Paul Libuda, Facility Security Officer

687 Switzer Street, 10th Avenue Marine Terminal

P.O. Box 120488

San Diego, CA 92112-0488

Phone: (619) 686-8067 Fax: (619) 686-6215 E-mail: plibuda@portofsandiego.org

Description

Since 1996, Heritage Security has provided transportation safety and passenger screening for the San Diego Cruise Ship Terminal and facility protection for the Tenth Avenue Marine Terminal under the San Diego Unified Port District contract. This contract represents approximately 12,000 hours a month or 140,000 hours a year, with a current termination date of 2011. The annual revenue from this contract is approximately \$2,000,000. Our purpose is to provide a pleasant environment for passengers while maintaining the DHS-required security integrity of the facility. All officers assigned to the posts are required to obtain TWIC (Transportation Worker Identification Credential) cards from TSA prior to being allowed to work on the property.

Relevance

Public Agency contract requiring Transportation Security Administration clearances for all personnel, a highly regulated environment and an exceptionally high level of customer interaction. Client has a history of extremely short notice, large scale staffing requirements. Operated within scheduling and budget parameters. High level of public contact and high customer service expectation.

3.2 Proposed Staffing, Firm Organization and Management Plan

3.2.1 Proposed Staff Credentials

Dennis Jackson - Manager of Transit Systems Security

Captain Dennis Jackson is the manager responsible for all supervisory and administrative functions at Transit Systems Security. Captain Jackson's twenty years of experience at SDTC/SDTI provides him with a level of expertise in transit security supervision that is unsurpassed.

Dennis is a former member of the U.S. Army Special Forces who served with distinction during the Viet Nam War. Dennis has served TSS at San Diego Trolley and San Diego Transit for twenty years, eleven of those years as a supervisor, the past nine years as Manager. Dennis has maintained several certifications that include Land Transportation Antiterrorism Training Program, National Incident Management System certification, Risk Assessment course from the Department of Justice, 11550 Health and Safety Code training, Federal Transit Administration course from the Department of Transportation, Professional Assault Response Training, Glock Armorers course, PC 832 and PC 832 Firearms, CCW (Concealed Weapons) permit and related gun safety course as prescribed by the Attorney General of California, Civilian Traffic Control certification, Intro to Ground Fighting (SDPD), Critical Incident Hostage Negotiations (SDPD), Risk and Threat Assessment for Weapons of Mass Destruction (SDPD), "The Professional" Management Course (MTS via Peter Tereschuck, San Diego Trolley President) and Professional Assault Response Training. Dennis is also a certified defensive tactics instructor and conducts frequent defensive tactics training to ensure that all of our personnel understand the legal and moral aspects of the use of force and field personnel employ that force properly. Since his

defensive tactics training was implemented, citizen complaints concerning the improper use of force by our security personnel have been extremely rare.

Calistro Salcedo – Administration Lieutenant

Calistro Salcedo is the Lieutenant responsible for the oversight of all administrative procedures and operations at Transit Systems Security. He insures that all officers are following the orders and maintaining the standards of the station or post that they are assigned to. He insures that all officers are properly scheduled at the various stations and facilities of San Diego Trolley, Inc. and San Diego Transit Corporation. Calistro has 9 years of experience that includes all posts and positions of TSS, including plainclothes, SDTC property enforcement and special details that encompass coordination with various law enforcement agencies in the San Diego area. Calistro has maintained several certifications that include: P.C. 832, Bike Patrol, Gang Awareness and Identification, Auto Theft Prevention, Handling Difficult Persons, Terrorism Awareness for Emergency Responders, Transit Terrorist Tools and Tactics, Improvised Explosive Recognition in Rail and Transit and “Beyond the Badge” for Law Enforcement Leadership Training. Calistro has received several letters of commendation from various agencies including San Diego Police Lieutenants Paul Dyresen and Terry McManus and SDTC Field Supervisor Phil Stieglitz. Lieutenant Calistro Salcedo’s abilities are invaluable to the contributions that Transit Systems Security has made to the client and the ridership at all MTS property.

Isaiah Alexander – Operations Lieutenant

Isaiah Alexander is the Lieutenant responsible for all operational concerns of Transit Systems Security. Isaiah ensures that his Field Sergeants properly train the officers under their supervision. Isaiah’s 8 years of experience include all positions of San Diego Trolley, Inc. and San Diego Transit Corporation which include plainclothes, SDTC property patrol and enforcement and field supervisory positions. Isaiah has maintained several certifications that include: P.C.

832, Bike Patrol from Chula Vista PD, Gang Recognition Certification, Terrorism Awareness for Emergency Responders, Terrorism Biochemical Recognition, Transit Oriented Screening of Passengers by Observational Techniques (Instructor certified) and "Beyond the Badge" for Law Enforcement leadership training. Isaiah has also received awards, including a Letter of Commendation from San Diego Police Sergeant Lee and SDTI Supervisor Wayne Terry and the MTS Employee Excellence Award. Lieutenant Isaiah Alexander's contributions to Transit Systems Security have been incalculable for all ranges of officer and supervisory development.

Daniel Werden – Administration Sergeant

Daniel Werden is the supervisor responsible for all administrative functions of Transit Systems Security. Daniel provides technical expertise to both TSS and MTS Enforcement to ensure the working order of equipment essential to the duties of every level of employee. Daniel is a vital part of the developmental direction of CyCop Mobile, the Blackberry application software used by the officers of TSS for daily logs, reports and GPS tracking. Daniel creates all special reports as requested by MTS Security Department's management, such as weekly or hourly breakdowns and projected cost summaries. In addition, Daniel oversees and approves all reports generated by TSS and educates his department on any changes or mistakes to the report writing process. His technical expertise has been essential to the efficient working order of Transit Systems Security.

3.2.2 Resumes of Key Personnel

LAWRENCE RICHMAN – Chairman

Larry Richman has overall responsibility for the SDTI/SDTC security contract. Since San Diego Trolley began operations on July 19, 1981 and San Diego Transit Corporation began using our officers at the Imperial Avenue Division, he has provided oversight of the security organization through close communication with the Senior and Executive Management of San Diego Trolley and San Diego Transit Corporation. Larry Richman has been continuously available at any time to respond to the needs of MTS and will dedicate comparable time to meet the needs of the new contract.

Experience

A native of New York City, he majored in art at the High School of Music & Art and earned a B.A. in Psychology and Chemistry at New York University. His post-graduate study at NYU's Graduate School of Business and at San Diego State University was in Business Management and Marketing.

His career in the east coast computer industry began with a division of IBM on Wall Street where he specialized in corporate trust banking and commodities trading systems.

He managed high tech commercial sales and marketing of commercial data processing systems and equipment, including training programs and seminars, for over ten years before moving to San Diego to join Science Applications International Corporation (SAIC). He began a 34-year career in security with the founding of a certified security officer training school in 1976 in response to new California laws regulating the security industry. Larry created Heritage in 1980 and the company was incorporated in 1981. Five years later he founded Transit Systems

Security, Inc. to fill a need for security officers specifically trained and organized to provide transit security services on the San Diego Trolley light-rail system.

Professional Affiliations and Associations

Chairman of the Polinsky Children's Center Board of Trustees

Co-Founder of the Angels Foster Family Network

Member of the Anti-Defamation League Interagency Security & Safety Committee (IASSC)

Past Chairman San Diego Lincoln Club

Past Chairman of the California Highway Patrol Citizen's Oversight Committee

Past Chairman, CA Department of Consumer Affairs, Bureau of Security and Investigative Services Disciplinary Review Committee

California Alliance of Licensed Security Agencies Guards and Associates (CALSAAGA)

Past Chairman of 1995 California Senate Bill 1713 Task Force for Firearms Licensing Standards

Past member of the San Diego County Regional Security Commission

San Diego Building Owners and Managers Association

San Diego Downtown Rotary Club No. 33

KENNETH MOLLER – President

Ken Moller maintains regular contact with the Manager of Transit Systems Security regarding all aspects of recruitment, training, patrol coverage, disciplinary issues, safety, equipment and operational policies.

He attends meetings with San Diego Trolley executives to discuss current issues and assure full communication. He handles internal investigations of serious misconduct and acts as liaison between Transit Systems Security and local law enforcement when necessary to resolve security related issues.

A retired San Diego Police Department Captain, Ken is thoroughly familiar with the law enforcement issues affecting public transit. His communications with local law enforcement personnel have maximized cooperation with transit security operations and personnel. Ken has also been helpful in obtaining the latest and best resources to enhance Transit Systems Security's operations. Ken's long-term acquaintance with local law enforcement personnel has facilitated the recruitment and supervision of high-quality off-duty sworn police officers for contract security duties when needed for special operations or assignments. He selects and directly supervises all Heritage off-duty sworn personnel assigned to uniformed, plainclothes and investigative contracts. Ken is available to the Director of Transit Security at any time via cell phone as needed and will dedicate an applicable percentage of his time to meet the needs of the contract.

Experience

Ken is a San Diego Native, born in Escondido and raised in San Diego and Orange County. He currently serves as the President of Heritage Security Services and Transit Systems Security, Inc.

Immediately prior to joining Heritage in 1994, Ken retired as a Detective Captain from the San Diego Police Department, where he worked in various capacities for 33 years. The majority of Ken's career was spent supervising and managing within the Police Department's Investigations Division, including five years in the Homicide Unit., as well as five years investigating organized crime while managing the Department's Criminal Intelligence Unit.

Ken's background includes five years with the U.S. Marine Corps, three of which were as a Drill Instructor. He holds a B.S. degree in Public Administration, a California community College Teaching Credential and Basic, Intermediate, Advanced and Management Certificates from the California Peace Officers Standards and Training (P.O.S.T.) Commission. He is a graduate of the F.B.I. National Academy, the U.S. Secret Service Dignitary Protection Course, the D.E.A. Drug Enforcement Commanders Course and the P.O.S.T. Executive Development Course. He is also a California Licensed Private Investigator.

Professional Affiliations and Associations

Secretary & Director - San Diego County Crime Stoppers, Inc

Member – California Contract Security Guard Association

Member – San Diego Downtown Partnership

Board Member – California Highway Patrol Citizens Oversight Committee

Member – Infraguard

Member – FBI National Academy Associates

Member – ASIS International

DAVID HOFFMAN - Vice President of Operations

Mr. Hoffman oversees all operations staff throughout Heritage Security Services local and district offices. His responsibilities include recruitment, training, site supervision, quality control and customer service associated with guard operations, as well as fiscal guidance and budgeting. He is a highly experienced manager in all facets of contract security services. David is available via cell phone at any time as needed and will dedicate an applicable percentage of his time to meet the needs of the contract.

Experience

David joined Heritage in 1989 as a security officer and quickly advanced, first to Assistant Operations Manager of guard services in 1991, Courier Operations Manager in 1993, Operations Manager in 1995 and finally to his current position, Vice President of Operations, in 2005. This progression through the ranks of the Company gives David tremendous experience in all facets of security service. His keen awareness of the needs of our clientele and the ability to hand pick the right officer for a post has helped keep Heritage at the forefront of the security industry in Southern California.

Professional Affiliations and Associations

Chairman of the Board for Angels Foster Family Agency since 2005

Dennis Jackson - Manager of Transit Systems Security

Captain Dennis Jackson is the manager responsible for all supervisory and administrative functions at Transit Systems Security. Dennis ensures that the Basic Training Program is properly implemented and that security officers are properly trained and scheduled for all stations and facilities of both San Diego Trolley, Inc. and San Diego Transit Corporation. Captain Jackson's twenty years of experience at SDTC/SDTI provides him with a level of expertise in transit security supervision that is unsurpassed. Captain Jackson's stellar performance has earned him recognition as the Security Supervisor of the Year for 1997.

Dennis is a former member of the U.S. Army Special Forces who served with distinction during the Viet Nam War. Dennis has served TSS at San Diego Trolley and San Diego Transit for twenty years, eleven of those years as a supervisor, the past nine years as Manager. Dennis is available at any time and will be the primary point of contact for MTS Management. Dennis is assigned directly to the account, and as such, his time is 100% dedicated to the account.

Dennis is intimately familiar with both SDTI and SDTC security operations. Dennis directly manages the 130-officer force that provides contract security and law enforcement related services for San Diego Trolley, Inc. and San Diego Transit Corporation. He writes policies, devises patrol deployment strategies, develops training programs, supervises all security personnel, handles problems and complaints regarding security personnel and operations and handles client relations with representatives, managers and supervisors from SDTI and SDTC. He meets routinely with the SDTI Transit Security Director to address security management issues and to receive the latest information on SDTI/SDTC requirements, policies and procedures.

Dennis is a certified defensive tactics instructor and conducts frequent defensive tactics training to ensure that all of our personnel understand the legal and moral aspects of the use of force and field personnel employ that force properly. Since his defensive tactics training was implemented, citizen complaints concerning the improper use of force by our security personnel have become practically non-existent.

Dennis’ hands-on involvement with transit administrative and field security activity includes routine meetings with TSS’ supervisory personnel, direction of employee promotion and disciplinary panels, reviewing personnel assignments, approving and hearing appeals on disciplinary actions, responding to complaints from patrons and employees, responding to claims, legal actions and media communications, riding along with field supervisors and directing overall TSS administrative and field operations.

3.2.3 Identification of Staff

Transit Systems Security’s Corporate Office is located at 1260 Morena Blvd., near the Morena/Linda Vista Trolley Station. With this strategically located office, TSS has the capability to support every aspect of the SDTI/SDTC contract. Office resources include:

MORENA BLVD. OFFICE: SUPPORT STAFF (5)

<u>Staff</u>	<u>Staff Size</u>	<u>Support Functions</u>
President	1	Along with Vice President of Operations, responsibility for contract compliance, interaction with Trolley/Transit managers and when authorized, MTS Board.

Recruiter	1	Recruiting employees through advertising, job fairs, military bases, college campus', senior centers, etc.
Controller	1	Processes SDTI/SDTC contract payroll. Prepares detailed contract billing document Payroll, billing & cost accounting services.
Human Resource Manager	1	Maintains permanent personnel files Manages employee benefits Manages compensation/incentive programs EEOC, ADA & OSHA compliance services Insurance and risk management services
Training Manager	1	Develops and implements all BSIS regulated training programs. Creates specialized training programs to meet specific client needs. Maintains training compliance records to ensure all officers are in compliance with client and regulatory standards.
Vice President of Operations	1	Staff and operations general oversight including special event staffing.

Numerous additional positions include a full time Information Technology staff with a full-time Network Administrator, Operations Manager and various clerical workers and schedulers. All of the aforementioned support personnel are non-billable.

In addition to the Corporate Office, TSS currently maintains offices at 1535 Newton Avenue, which are furnished by SDTI. These offices include the Manager of TSS' office, the Administration Office, the Lieutenant's Office, the Sergeant's Office and the Radio Equipment/Uniform Room. Personnel assigned to these offices perform all of the clerical, administrative, supervisory and operational management functions in support of the SDTI/SDTC contract.

NEWTON AVENUE OFFICE: ADMINISTRATIVE AND OPERATIONS STAFF (13)

<u>Staff</u>	<u>Staff Size</u>	<u>Support Functions</u>
Administrative Sergeant Werden	1	<p>Greets applicants and visitors</p> <p>Processes employment applications</p> <p>Provides clerical support services</p> <p>Processes reports/logs submitted by officers.</p> <p>Maintains databases for crimes/incidents.</p> <p>Administers applicant tests and evaluations</p> <p>Maintains/issues uniforms and equipment</p> <p>Conducts initial orientation for new officers</p> <p>Creates/maintains on-site personnel files & databases.</p>

		Maintains and verifies payroll records.
		Conducts Blackberry/ CyCop report input training.
Field Sergeants:	9	Supervises officers assigned to watch
Sgt. Burton, Sgt. Castillo, Sgt. Fewell,		Schedules officers for routine assignments
Sgt. LaMora, Sgt. Mireles, Sgt. Pitt,		Deploys officers for special assignments
Sgt. Pomeroy, Sgt. Salas and Sgt. Williams		Prepares reports on officer performance
		Prepares reports regarding crimes and incidents
		Coordinates officers' activities in the field
		Supervises communications program
		Inspects vehicle and portable radios
		Maintains inventory of all radio equipment
		Schedules repair of radio equipment
		Orders and maintains required forms
		Organizes undercover field operations
		Prepares reports of unit activities
		Plans unit field operations and deployments
		Recommends plans for specific unit operations
Operations Lieutenant Alexander and	1	Supervises Field Training Officers
Administration Lieutenant Salcedo	1	Implements and oversees Training Program
		Maintains training records

Conducts initial and in-service training

Supervises SDTC bus yard personnel

Supervises SDTC Enforcement (Eagle Team)

Completes reports on administrative duties

Recommends action on administrative matters

Schedules officers for all special events

Supervises special event officers in the field

Liaison with SDTI regarding special events

Investigates citizen complaints

Completes reports on field operations

Recommends action plans on field operations

Coordinates joint police/security operations

Manages and supervises all security

Manager Transit Systems Security:

Captain Jackson

1

Personnel.

Trains and supervises officers

Develops and implements training program

Writes/enforces all Department Instructions

Formulates and implements deployment plans.

Administers discipline to all personnel.

Conducts statistical analyses of
crime/incidents.

Reviews crime/incident trends on the
system.

Maintains liaison with local law
enforcement.

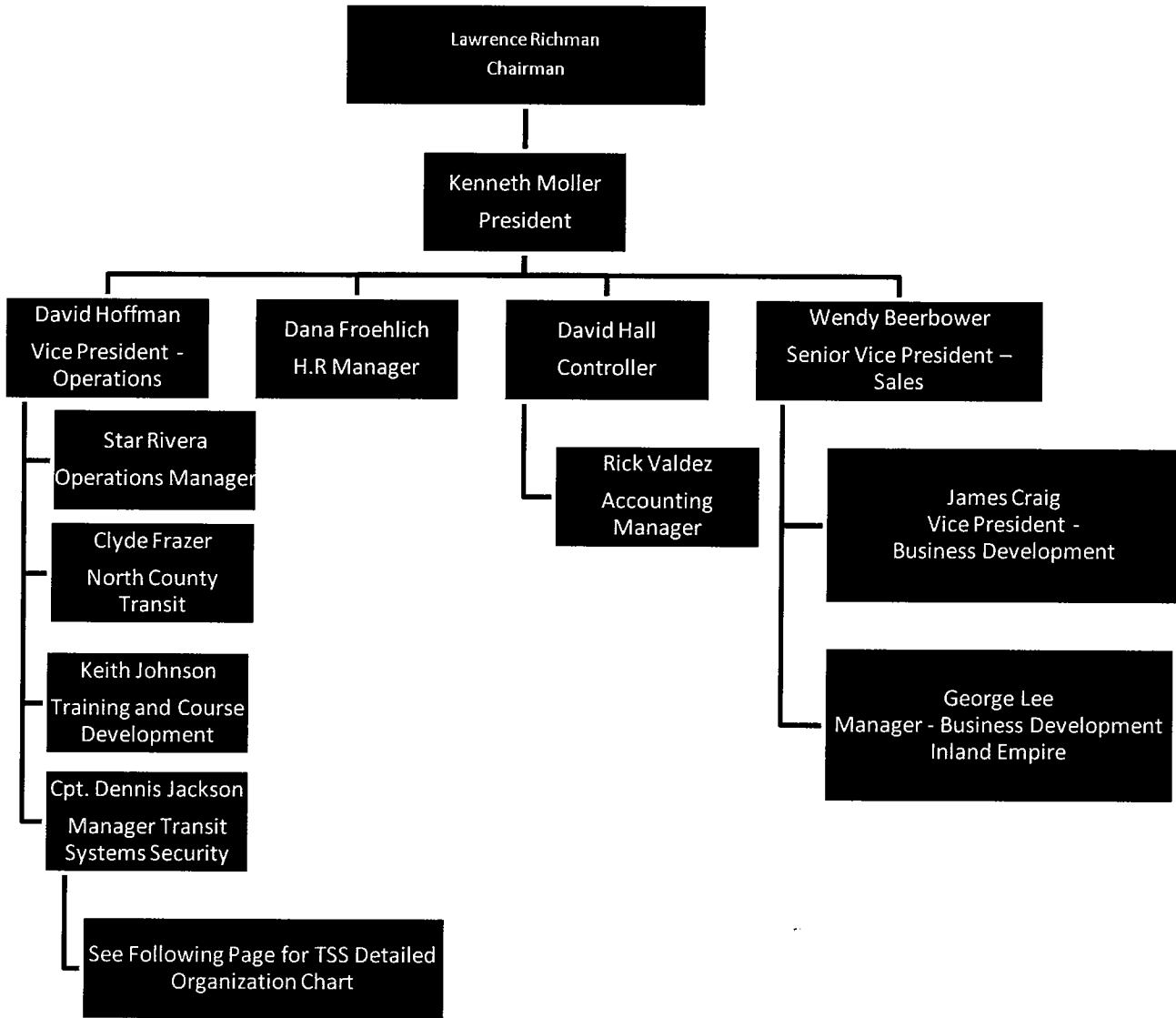
Decides disposition of citizen complaints.

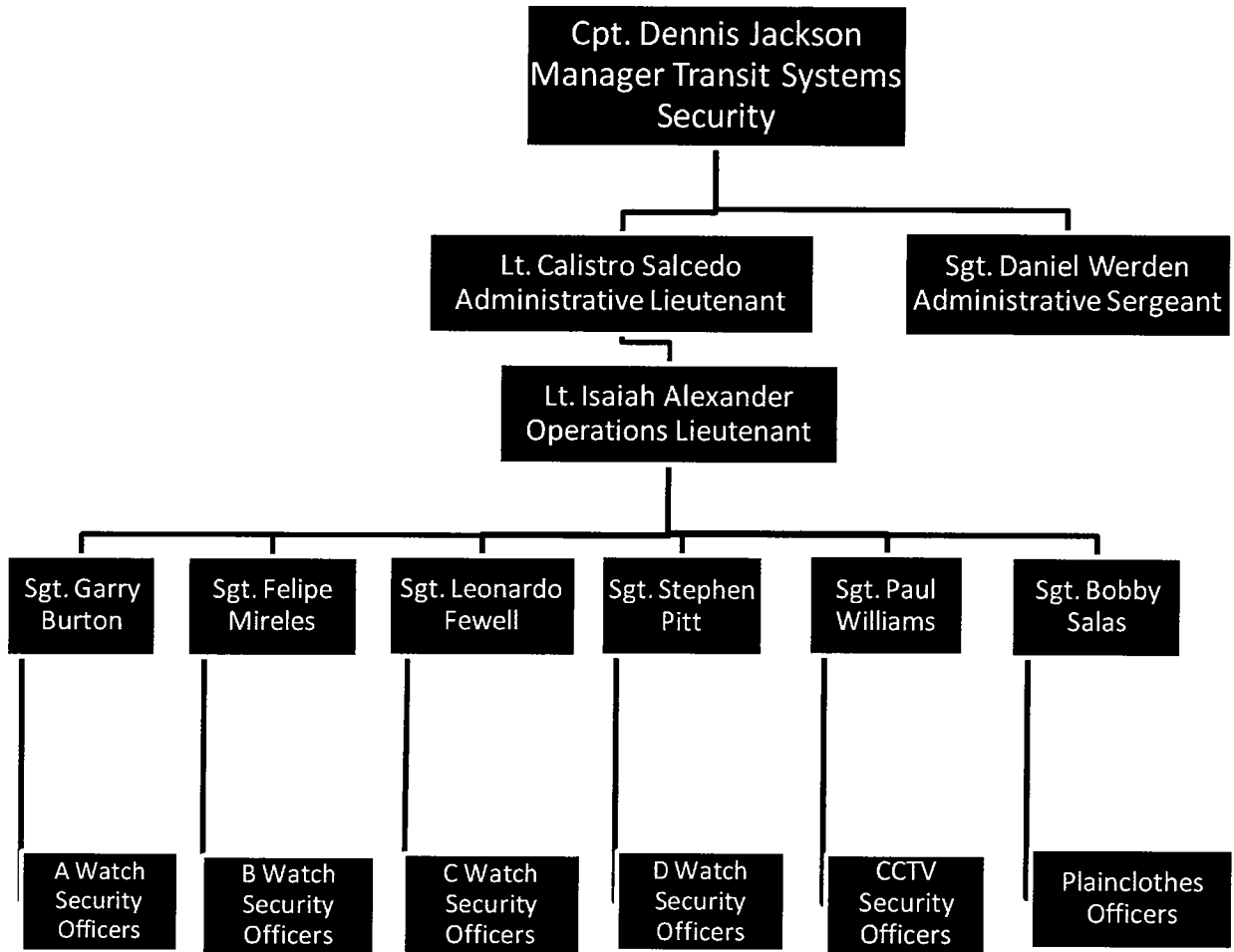
Directs all personnel administration matters

***Labor Ready**

1-25 Subcontractor – Provide additional
“Ambassador” Event Staff as needed.

3.2.4 Organization Chart





Heritage Security Event Staff and Labor Ready supplemental "Ambassador " personnel report to the applicable Watch Commander that is supervising the special event to which they are assigned.

3.2.5 Statement of Availability

Transit Systems Security assures the San Diego Metropolitan Transit System that all key personnel identified in this proposal are available to perform the proposed services for the duration of the contract, barring termination of employment, or reassignment at the request of MTS. Should it be necessary for TSS to remove or replace an identified individual, MTS will be notified in advance in writing.

3.2.6 Staffing

3.2.6.1 Recruitment

Transit Systems Security is currently fully staffed to meet the needs of all required MTS posts. Additional staffing will be accomplished via established connections within the security industry, via the Company's own web site and through local advertising. All potential applicants must fill out an application either in person or online and if this meets specific criteria, they are scheduled for an initial interview with the recruiter. Upon a favorable interview, Heritage will then conduct a thorough background check looking for all required categories of information requested in the RFP utilizing public records searching and ChoicePoint, a division of Lexis Nexis.

In addition, all applicants must satisfactorily complete an Orion Systems Pre-Employment Survey that tests the employee's tendencies toward theft, drug use, violence, safety and their attitude toward authority, as well as the Behavioral Personnel Assessment Device (B-PAD) an interactive video program that tests a prospective employee's ability to utilize judgment, empathy, professionalism and courtesy in a high pressure environment (See Appendix 3 – Screening Materials). Officers applying for armed positions are also required to complete the Minnesota Multiphasic Personality Index (MMPI), scored by an outside psychologist for Impulse

Control, Aggressiveness, Addictive Potential and overall mental health (See Appendix 3 – Screening Materials). When successfully completed, applicants are then live scanned, using electronic fingerprint transmittal machinery, owned and operated by Heritage, and their information is submitted to the FBI and DOJ for another background check.

All successful applicants then move on to the training sessions listed in **Appendix 4 - Training**.

Applicants identified as a potential candidates for work at MTS, they are further subjected to a secondary interview process with the TSS Manager or his designated alternate. The applicant is measured on the following criteria:

- Attitude
- Background and Experience
- Communication and Comprehension
- Personal Grooming and Appearance
- Acceptance of the terms of the assignment

Initial post assignments are determined on exhibited aptitude and qualifications. Insofar as Transit Systems Security is the incumbent, the award of the 2010 contract will not cause any issues with being prepared, trained and fully staffed by the required contract inception date.

3.2.6.2 Equal Employment Opportunity Policy

TSS is an enthusiastic advocate of equal employment opportunity for all employees and applicants.

TSS hires, trains, promotes and compensates employees solely on the basis of competence, without regard to race, color; religion, sex, sexual orientation, national origin, age, marital status, disability, citizenship or any other factor not based on merit. It is the goal of TSS to have best possible in each position. TSS is committed to complying with all applicable laws governing equal employment opportunities.

All equal employment opportunity notices that are required to be posted, are prominently displayed for all employees in the Briefing Room located at 1535 Newton Avenue. In addition, during orientation, all new employees are briefed on the posted equal employment opportunity notices.

Department Instruction 1.14 on Discrimination/Sexual Harassment, in the Employee Handbook, prohibits discrimination in the workplace.

3.2.6.3 Education and Training

Heritage Security Services employs a full time training manager (as Identified on the Organization Chart) to ensure that all security officers meet the stringent training regulations imposed by the California Bureau of Security and Investigative Services. All new qualifying Security Officers are required to complete 40 hours of training prior to being qualified to receive their guard card. These training courses are provided at no expense to both new and existing employees. In addition we can easily modify and create new training modules, using our proprietary software, to perform specialty training, as may be required by MTS. This training information is made available to MTS, upon request.

Training for the San Diego Metropolitan Transit System contract will be accomplished online, via the Company's Interactive Guard Training modules, as well as through classroom and on-the-job training (See **Appendix 4 – Training** for a detailed list of training components). Heritage Security is committed to constantly updating its training programs to reflect the most current security-related doctrine and training requirements, to meet all MTS needs.

All new Heritage Security Services Employees are required to complete a forty-hour computerized training program, which covers essential security policies and procedures including the following:

- Powers to Arrest / WMD
- Post Orders
- Company Policies & Orientation
- Public Relations
- Observation & Documentation
- Sexual Harassment
- Communications & Its Significance
- Liability & Legal
- Handling Difficult Persons
- Gang Awareness

This training program ensures that all officers employed by Heritage are competent to perform the general non-site specific duties that can be expected to arise at any security post. Annual continuing education training is documented and maintained within the Company's CyCop training component for easy on-line retrieval and verification of qualifications (See **Appendix 6 - CyCop**). Once officers are assigned to the MTS contract, they are trained in post specific orders by the Watch Commander or his/her designee. During this training period, the new officer is required to complete certain tasks and complete practical examinations to ensure training comprehension and retention. For further detailed information on training see **Appendix 4 – Training**.

3.2.6.4 Drug and Alcohol Testing

Heritage Security Service's written Drug and Alcohol Policy, as it relates to security in mass transit facilities, is as follows:

Officers shall not report for duty under the influence of alcohol and shall not consume any alcoholic beverage within (8) hours of reporting for duty. Officers shall not report for duty under the influence of any illegal drug or controlled substance. Officers shall not report for duty or remain on duty while under the influence of any prescription or non-prescription medication if

such medication would impair the officer's mental or physical condition to such an extent that the officer is unable to safely and effectively perform his duties.

The use of alcohol, or any intoxicant, narcotic, or controlled substance while on duty is prohibited. Officers who exhibit symptoms or behavior consistent with being under the influence of alcohol or any other drug may be relieved of duty by a supervisor and may be asked to submit to an alcohol/drug screening test.

FEDERAL DRUG AND ALCOHOL TESTING REGULATIONS

All contract service providers that perform safety-sensitive functions, as defined by Federal Transit Administration (FTA) rules, for SDTI/SDTC must comply with the FTA drug and alcohol testing regulations (49 CFR Part 653 and Part 654) and the U.S. Department of Transportation (DOT) Procedures for Transportation Workplace Drug and Alcohol Testing Programs (49 CFR Part 40). For purposes of this compliance program, safety-sensitive employees are defined as:

Those employees whose job functions are, or whose job descriptions include the performance of functions, related to the safe operation of mass transportation service.

The following are categories of safety-sensitive functions:

- Operating a service vehicle when required
- Carrying a firearm for security purposes.
- Any supervisor who performs or whose job description includes the performance of any function listed above is also considered a safety-sensitive employee.

To comply with FTA rules and DOT procedures, TSS has established the following Drug and Alcohol Testing Program:

All employees who perform services that include the performance of safety-sensitive functions as defined above are tested for drug and alcohol abuse by a licensed clinical testing facility in compliance with mandated FTA/DOT drug and alcohol testing regulations. Specifically, all safety-sensitive employees are tested (a) prior to employment, (b) when involved in an on-the-job accident, (c) when exhibiting job performance consistent with abuse of alcohol or drugs and (d) on a random basis in compliance with FTA drug and alcohol regulations.

Upon contract award, TSS will certify to MTS that the firm is in compliance with the FTA/DOT regulations. This certification shall remain in effect during the term of the contract.

Using the format prescribed by the FTA for the annual report (Appendix B to 49 CFR Part 653 and Part 654), TSS shall send a quarterly drug and alcohol testing report to SCRRA. The quarterly report must be submitted no later than the 15th of the month following the close of each quarter. On an annual basis and no later than February 15 of each year, TSS shall submit to MTS annual drug and alcohol-testing data using the appropriate FTA prescribed forms. The report shall cover testing conducted during the previous calendar year. MTS shall be responsible for filing TSS' annual reports with the FTA along with the MTS testing data. The reports shall be submitted no later than March 15 of each year.

To ensure continued compliance with FTA/DOT regulations, the Contract Representative will subscribe to *FTA Drug and Alcohol Regulation Updates* published by the Office of Safety and Security of the Federal Transit Administration. The Contract Manager will modify the drug and

alcohol-testing program as necessary to remain in compliance with all FTA/DOT regulations.

For example, the Random Testing Checklist, which was developed by the FTA for use by

employers in their program assessments, is used by TSS.

3.3 Work Plan

3.3.1 Management, Administration and Supervision

3.3.1.1 Organizational Structure

See **TSS Organization Chart in Section 3.2.4**. Transit security services for SDTI/SDTC are under the Manager (Captain) of Transit Systems Security. He reports directly to the SDTI Transit Security Administrator and provides security service to SDTI/SDTC in compliance with his guidelines, directions and instructions. He is available for contact by the Transit Security Administrator during normal business hours and may be contacted at any time in the event of an emergency.

In addition to the Manager of TSS, an Administrative Lieutenant, Operations Lieutenant and an Administrative Sergeant are assigned to schedule and train the security officers required to meet SDTI's and SDTC's regular and contingency requirements, as well as supervise all special events and field operations. The Transit Security Administrator, SDTI Central Control and SDTC Radio Dispatch may contact the Lieutenants, 24 hours a day, to address any security problem or to provide additional staffing as may be required.

TSS also provides 24-hour field supervision by Field Supervisors (Sergeants) who are on duty at SDTI and who are dispatched by SDTI Central Control. These Field Supervisors brief Transit Security Officers reporting for duty and directly supervise the officers in the field. The primary task of the Field Supervisors is to frequently inspect on-duty security officers, unannounced, to ensure that security officers are:

- At their assigned duty stations.
- Properly trained
- In the proper uniform.
- Performing their assigned duties.

The Field Supervisors are available to be contacted by the Transit Security Administrator, SDTI Central Control or SDTC Radio Dispatch, at any time, to respond to any incidents or problems or to assign additional security officers, as required by SDTI/SDTC.

TSS provides telephone and cellular phone numbers for the Security Manager, Lieutenants and other Field Supervisors to the:

- Director- Transit Security.
- SDTI Vice President of Operations.
- SDTC Vice President of Operations.
- SDTI Central Control.
- SDTC Radio Dispatch.
- Other key SDTI/SDTC personnel.

All TSS management and supervisory personnel carry cellular phones and are able to respond immediately to calls from the Transit Security Administrator or other SDTI/SDTC management or supervisory personnel.

In addition to the direct management and supervision provided by the Security Manager, Lieutenants and Field Supervisors, Heritage Security Service's President, Ken Moller, is available to assist in the solution of any security related problem on the system. Ken's 33-year service with the San Diego Police Department enables him to bring a level of expertise and knowledge to security operations that are rarely found among the senior personnel of private security organizations.

3.3.1.2 Communication and Reporting

Communication

Heritage/Transit Systems Security believes in open lines of communication between clients and Company management. Regular meetings will be scheduled at the discretion of the Director of Transit Security to communicate any issues that have arisen with the level of service and/or personnel provided. Client representatives will be provided with contact information for all applicable supervisory and management staff to provide the ability to reach TSS personnel at any time day or night. All staffing changes and significant actions taken by TSS management will be reported to the Director in a timely fashion to minimize confusion and keep everyone informed.

Client Feedback

Client Representatives will have round the clock telephone access to the Transit Manager and Transit Systems Security's supervisor staff to deal with any circumstance that might require action by the Company. Regular meetings between the Transit Manager and client personnel will ensure rapid dissemination of information and problem resolution. The President of Transit Systems Security, Ken Moller, is readily available to MTS management to ensure that discrete feedback is able to be given on all duties and personnel provided by the Company including the Transit Manager.

Reporting and Records Retention

Daily Activity, Incident/Accident and ARJIS Regional Crime Reports are generated in real time in the field by TSS Security Officers utilizing the Company's proprietary CyCop reporting and monitoring system (see Section 3.3.3.2, below, for further detail) and Blackberry smart phone devices that they are issued during their post briefing. All reports are stored electronically using the Company's CyCop system on dedicated servers, allowing client representatives to retrieve reports and summaries, on-line, immediately after the Officer sends them to the servers. Recently, Transit Systems Security has procured an additional fifteen Netbooks with air cards for issuance to supervisory personnel to ensure that they can monitor officers via CyCop and generate reports as needed.

Transit Systems Security is well aware that documents generated by the officers are often needed months and even years later for use in legal proceedings. Redundant systems are in place to ensure that soft and hard copies of documents are retained for use as needed by MTS. Appropriate client representatives will have full access to the system so that they can review and print any documents that they need to, without having to wait for hard copies. The CyCop system also allows applicable personnel to generate statistical data, as needed by MTS for reporting purposes. CyCop has also recently been integrated with the MTS Transit Watch Program to ensure that MTS is able to easily provide required statistics and documentation. As with the Company's flexible and customizable training module program, CyCop is a proprietary web-based software system, created in house to allow maximum flexibility and fulfill the varied needs of each Transit Systems Security client. All records in the database are secure and are only allowed to be viewed by authorized personnel, with approval of the MTS Director of Transit Security or the TSS Captain.

Joint Review

All account managers meet with David Hoffman, Vice President of Operations, weekly to review operations throughout the company. Included in every meeting agenda are long range planning and process improvement notes. In addition, Field Supervisory personnel meet regularly with the Transit Systems Security Manager (Captain Jackson) to discuss any potential issues and additional ideas for process improvement. Any identified problems are immediately addressed by both the Transit Systems Security Manager and Senior Management.

3.3.1.3 Personnel Supervision/ Quality Assurance

Transit System Security supervisors perform routine and special Quality Assurance inspections of all vehicle and foot patrols to ensure that all Department Instructions are properly executed and security officers maintain full compliance with Transit Systems Security and SDTI/SDTC policies. Inspections are random to minimize predictability by on-duty personnel. Field audit or investigation reports are reviewed by the Manager of TSS, appropriate disciplinary action is taken when required and reports are retained in personnel files to maintain accountability and document trends requiring management attention.

A Security Supervisor from TSS is on-duty at all times that security officers are on-duty. The TSS Supervisors assigned to SDTI/SDTC are responsible for (1) conducting field inspections of all security officers assigned to SDTI/SDTC facilities and stations, (2) holding briefings and contacting officers on each shift to issue revised Department Instructions, Orders, Memoranda and to update security officers on SDTI/SDTC policies and special instructions and (3) for implementing the provisions of TSS Basic Training Program.

The on-duty TSS Supervisor may be contacted by cellular phone, or radio to respond to any SDTI/SDTC station or facility where security supervision may be required to handle an incident or personnel problem. The TSS Supervisor may be contacted directly by the Transit Security Administrator or his designee. The Manager of TSS may also be contacted directly by the SDTI Transit Security Administrator to address any matter of concern.

The majority of SDTI/SDTC security officers report directly to the TSS Supervisor's Office at 1535 Newton Avenue in San Diego to be briefed by the on-duty security supervisor, prior to reporting to their field assignments. To ensure that all security officers report to their assigned place of duty on time, security officers who report directly to field locations without attending an organized briefing are required to notify the on-duty Field Supervisor as soon as they report for duty. If the Field Supervisor is not notified, the Field Supervisor or an assigned officer reports to the site to check on the status of the officer and performs the required duties of the site, if necessary, until a replacement security officer arrives to assume the duties of the site. Security officers may also be required to report their status to SDTI Central Control or SDTC Radio Dispatch if requested to do so by SDTI/SDTC personnel.

3.3.1.4 Security Procedures Development

Transit Systems Security is a leader in providing transit security services. We have over 29 years of experience in providing assistance to the traveling public, providing schedule and route information, handling lost and found items and maintaining a safe and secure environment through our transit enforcement efforts for both SDTI light-rail and SDTC bus transit systems. We also currently provide the transit security services for the Coaster operations of the North San Diego County Transit District.

Our many years of experience at San Diego Trolley and San Diego Transit have enabled TSS to develop transit-specific operating instructions and training programs for our security personnel working in the rail and bus environments, which ensures the deployment of competent security personnel who are able to effectively and safely assist transit patrons under a variety of operating conditions.

TSS also provides extensive expert administrative and staff services for SDTI/SDTC. For example, the System Security Program Plan (SSPP) for SDTI was developed and written by TSS staff. The 90-page SSPP was approved by the California Public Utilities Commission in November of 1997.

TSS has also assisted in the development the highly successful operational plan for providing security services for SDTI/SDTC, which has been fully implemented on a daily basis to meet all requirements for security services on the SDTI/SDTC system.

The elements of TSS' operational plan cover the deployment of approximately 125 Transit Security Officers to duty assignments including (1) vehicle patrols of SDTI train stations and right-of-way, (2) vehicle patrols of SDTC bus routes and bus stops, (3) train station foot patrols, (4) on-board train patrols, (5) bus yard foot patrols, (6) undercover officers on buses, (6) undercover officers on-board trains and (7) uniformed officers assigned to special events including regular events at Qualcomm Stadium. These 125 deployed Transit Security Officers are assigned the following duties to meet all SDTI/SDTC security requirements and address all security related issues on the SDTI/SDTC systems:

1. Prevent the public and unauthorized personnel from entering all restricted areas of the SDTI and SDTC yards and the SDTI right-of-way.

2. Patrol restricted areas in assigned sectors to ensure safety and security of persons and property.
3. Patrol public areas in assigned sectors to ensure safety and security of persons and property.
4. Identify and escort unauthorized persons off transit property and, when necessary and appropriate, summon and assist law enforcement and code compliance personnel in conducting investigations and making arrests.
5. Operate radio-equipped patrol vehicles as necessary to adequately patrol assigned sectors.
6. When necessary and appropriate, apprehend persons engaged in violations of the law.
7. Respond to calls for emergency services.
8. Perform first-aid, maintain order and assist emergency services personnel at the scene of accidents and other incidents requiring response by emergency services personnel.
9. Provide security protection for revenue collection personnel at stations and during transportation to other processing locations.
10. Provide information and assist the public as required regarding transit operations.
11. Prepare complete and accurate crime, incident, accident, arrest and other reports.
12. Assist code compliance personnel as required in the performance of their duties.
13. Provide patrol of bus storage yard and SDTC Maintenance/Administration facilities in assigned sectors.
14. Provide patrol of perimeter of bus storage yard and SDTC Maintenance/Administration facilities with a focus on ensuring the safety and security of employees and their vehicles in assigned sectors.

15. Provide patrol of MTDB/SDTC/SDTI facilities in assigned sectors such as the Transit Store, El Cajon Transit Center and Old Town Transit Center.
16. Assist transit personnel as required in investigating accidents involving transit vehicles.
17. Provide delivery of lost and found items and other property as necessary between transit facilities and SDTI Central Control and SDTC Radio Dispatch.
18. Conduct routine inspections of patrons for fares and enforce fare paid zone requirements.
19. Patrol assigned areas in unmarked vehicles and in plainclothes, as assigned by the Crime Suppression Unit Supervisor or Transit Enforcement Unit (Eagle Team) Supervisor.

The Daily Deployment form is used to notify all SDTI/SDTC management and supervisory personnel regarding TSS' specific deployment of Transit Security Officers on each shift. The Daily Deployment also provides the radio call signs for all TSS personnel so that they may be contacted and dispatched by SDTI Central Control.

3.3.1.5 Administrative and Patrol Procedures

This section describes in detail the well-defined Department Instructions which were developed by the Manager of Transit Systems Security and which form the basis for task coordination and control and supervision of transit security personnel. These instructions have been approved by the SDTI Transit Security Administrator. In addition, specific post orders were developed by the Manager of TSS for San Diego Transit Corporation. These orders were approved by the SDTC Vice President of Operations. The Department Instructions and Post Orders are included in Appendix 2 of this proposal.

All transit security duties are performed in strict compliance with the comprehensive TRANSIT SYSTEMS SECURITY DEPARTMENT INSTRUCTION MANUAL, which has been specifically developed and

written for SDTI/SDTC by TSS. The DEPARTMENT INSTRUCTION MANUAL serves as the foundation for officer training and management. The manual is organized into sections on Administration, Communications and Field Operations, covering officer grooming and conduct, procedures, statutory authorities, site-specific patrol instructions, schedules and forms. Detailed instructions, standards and illustrations for each duty topic are maintained in the manual in accordance with SDTI's and SDTC's requirements for each facility and condition. Additional instructions are issued, circulated and implemented via updated Department Instructions, Orders, Memoranda and briefings conducted by supervisors.

The DEPARTMENT INSTRUCTION MANUAL developed and written by the Manager of TSS for SDTI/SDTC is included in Appendix 2 of this proposal. The following outline illustrates how the DEPARTMENT INSTRUCTION MANUAL specifies policies and procedures in a few key areas which provide coordination and control over the activities of security officers and which provide Security Supervisors with direction in their supervision of TSS personnel.

BASIC PATROL & ENFORCEMENT DUTIES:

- Proactively patrol all SDTI/SDTC owned or operated trains, parking lots, yards, properties, facilities, stations, rights-of-way, public areas and perimeters by foot patrol and vehicle as specified by SDTI/SDTC.
- Regulate and restrict public access to all SDTI/SDTC owned or operated properties on foot and by vehicle, as required by SDTI/SDTC policies and applicable ordinances, to protect riders, employees and property.

- Protect SDTI/SDTC employees, including personal cars and property, at facilities, along perimeters and at yards, as specified by SDTI/SDTC.
- Assist riders and generally serve as SDTI/SDTC ambassadors to the public.
- Assist drivers; enforce parking regulations and control traffic as required.
- Deter and report criminal and undesirable behavior as specified by SDTI/SDTC.

Specific Department Instructions, which govern basic patrol and enforcement duties:

DI 3.2 ARRESTS BY TSS OFFICERS

DI 3.9 ASSISTING PATRONS, MOTORISTS &

DI 3.3 EVIDENCE AND FOUND PROPERTY

INJURED PERSONS

PROCEDURES

DI 3.10 REFUSAL OF SERVICE

DI 3.6 PATROL PROCEDURES

DI 3.11 TRESPASSERS ON TRANSIT PROPERTY

EMERGENCY SECURITY DUTIES

- Respond to calls for emergency services under direction of SDTI/SDTC.
- Summon and assist SDTI personnel, public safety and local law enforcement agencies when appropriate.
- Provide first aid, CPR and/or other assistance as authorized.
- Assist emergency personnel with accident investigations and reports.
- Participate in emergency drills and security exercises with SDTI/SDTC personnel.

Specific Department Instructions, which pertain to emergency response:

DI 3.6 PATROL PROCEDURES

DI 3.9 ASSISTING, PATRONS, MOTORISTS AND

DI 3.8 ALARM RESPONSE

INJURED PERSONS

REVENUE PROTECTION DUTIES

- Provide revenue collection escort services as required.

Specific Department Instructions, which govern revenue protection duties:

DI 3.6 PATROL PROCEDURES

DI 3.12 REVENUE COLLECTION PROCEDURES

CODE COMPLIANCE INSPECTOR ASSISTANCE DUTIES:

- Assist Code Compliance Inspectors in enforcing ordinances, statutes and policies as needed.

Department Instructions, which have been written for Code Compliance Inspector assistance duties:

DI 3.6 PATROL PROCEDURES

DI 3.7 FARE ENFORCEMENT

COMMUNICATIONS AND REPORTING DUTIES:

- Operate radio and telephone equipment as required.
- Maintain logs and prepare complete reports on all incidents, injuries, accidents, crimes and complaints as required.

Specific Department Instructions, which have been written to cover communications and report writing:

DI 1.20 REPORT WRITING PROCEDURES

DI 3.14 TELEPHONE COMMUNICATIONS

DI 3.13 RADIO COMMUNICATIONS

PUBLIC RELATIONS DUTIES:

- Maintain a pleasant, high-visibility security presence throughout the system, on patrol and at SDTI/SDTC facilities to foster cooperative relationships, deter crime and provide riders and employees with a sense of safety.

Specific Department Instructions, which have been developed for public relations duties:

DI 3.6 PATROL PROCEDURES

3.3.1.6 Detailed Invoicing

Heritage Security Services' administrative accounting staff will provide MTS with detailed invoices that present both a general and detailed breakdown of hours worked by officer name and by assignment with a billing cost associated with those hours. Additional summary pages will include a breakdown of costs by classification, to insure that billing hours do not exceed the contracted amount. See **Appendix 5 – Detailed Invoice** for an example of the level of detail that is possible by utilizing CyCop in conjunction with Solomon Accounting Software.

3.3.2 Staffing

3.3.2.1 Personnel resources

Transit Systems Security is currently contracted to provide 125 security officers for the San Diego Metropolitan Transit System during regular operations. During the last several years there have been numerous occasions that have required the staffing of additional personnel with little or no notice due to special events and other unforeseen situations. TSS has been able to provide all additional staffing (up to ninety unarmed and twenty-five armed supplemental security officers) with no loss of quality by utilizing the 800 officer local pool of employees employed by its affiliated company, Heritage Security Services. Additionally, SDTI will have immediate after-hours access via cell phone to supervisors and the Transit Security Manager to ensure that needed staffing levels can be met at any time day or night with the full assistance of the Heritage scheduling staff.

3.3.2.2 Provision of Contingency Personnel

Transit Systems Security maintains a staff of approximately 125 trained and experienced Transit Security Officers and Transit Security Supervisors. On a contingency basis, TSS routinely provides additional deployments of security officers and supervisors for a variety of events at the request of San Diego Trolley and San Diego Transit Corporation. Events include the 1996 Republican National

Convention, the 2003 Super Bowl, San Diego Street Scene, San Diego Comic-Con, the 1998 World Series and all San Diego Padres and Chargers home games for the last seven seasons.

TSS currently develops and implements the security deployment plan for all baseball games, football games, rock concerts and other events at Qualcomm Stadium, Petco Park and Cox Arena where staffing levels are determined by the nature of the events. Our staffing flexibility enabled TSS to dedicate over 100 officers for the 2003 Super Bowl and all of the associated events. TSS coordinates the staffing of venues like Qualcomm Stadium, San Diego Street Scene and La Mesa Oktoberfest with local enforcement agencies and attends the briefings for their police officers to ensure a successful, coordinated security and law enforcement effort for each event.

TSS also specializes in providing large numbers of security officers for special events or emergencies on short notice. TSS' has demonstrated over many years that our methods for recruiting, selecting, training and supervising Transit Security Officers enables us to provide large contingents of trained Transit Security Officers for a variety of special events and system emergencies or incidents on very short notice.

In addition, TSS routinely provides security officers and supervisors to San Diego Trolley and San Diego Transit Corporation for smaller events such as marathon runs or construction on the system, with 24 hours notice, or less. TSS also has officers who routinely respond at the request of San Diego Trolley to such contingencies as train accidents, crossing gate malfunctions and disturbances in stations and on-board trains.

For San Diego Transit Corporation, TSS developed an operational plan for a 12-man Transit Enforcement Team (the Eagle Team) which field both uniformed and undercover officers to address specific problems facing San Diego Transit at their bus stops and on-board their buses. This team has

been instrumental in proactively addressing and solving a variety of problems involving criminal activity on the San Diego Transit system. TSS' large staff of experienced transit security officers and supervisors and extensive experience in handling the security staffing for a variety of transit related events has enabled TSS to respond to any SDTI/SDTC need for additional security officers to cover urgent, emergency situations or routine requests for supplemental officers.

3.3.2.3 Personnel Deployment

Transit Systems Security currently contracts with SDTI/SDTC to provide approximately 125 armed and unarmed security officers who provide a variety of security and law enforcement-related services. TSS consistently provides this large contingent of officers on a daily basis and has developed specific methods for recruiting, selecting, training, deploying and supervising large numbers of Transit Security Officers.

Special Transit Enforcement

In addition to providing basic uniformed security officers to staff transit centers, rail stations and rail vehicles, TSS has provided specialized protective and enforcement services in response a wide variety of conditions involving crimes, seasonal events and public safety issues over a period of 24 years. These include:

Special Enforcement Units (SEU)

In response to unusual or escalating crime patterns at San Diego Trolley, uniformed TSS officers work in teams patrolling high crime areas and arresting or reporting offenders. SEU teams are most active during high-travel holiday seasons, summer tourism months and during sports and political events.

Undercover SEU teams have been staffed with senior transit security officers and have been highly effective in deterring drug use and sales, "3-Card Monte" scams, car prowls, burglaries and vandalism

on transit property where high-visibility uniformed officers are too easily spotted before they are able to effect arrests or report criminal activity.

Special Enforcement Units are also formed on an as-needed basis to conduct fare sweeps. Fare sweeps select a particular train station and engage in maximum enforcement by checking each patron on an arriving train for a valid fare. By carefully selecting the Transit Security Officers assigned to the fare sweep units, fare evasion offenses drop dramatically without the occurrence of any significant incidents during the sweep and without causing patron inconvenience or generating complaints. TSS Supervisors are so experienced in conducting these fare sweeps that virtually no disruption of train operations occurs.

Crime Suppression Units (CSU)

TSS formed the original Crime Suppression Unit in 1992 in response to escalating "tagging" graffiti and other bus vandalism at San Diego Transit Corporation. During the first year, TSS undercover officers rode buses along routes favored by Junior High School students and arrested taggers caught in the act at an average rate of 14 arrests per month.

Since its inception in 1992, the Crime Suppression Unit has also been continually used to target specific crime problems on the SDTI system. Under the supervision of a TSS Sergeant, the CSU is staffed with 2 to 6 Transit Security Officers on a rotating basis so that the undercover officers do not become readily identifiable. Although the CSU officers normally work undercover, they also have the flexibility to work in uniform if the specific problem warrants a uniformed response. For example, during the month of August 1999, CSU officers in uniform staffed an additional patrol car and the Amaya Trolley Station to address gang members and their associates who had been creating disturbances and causing problems for trolley patrons in the area.

Transit Enforcement Team (Eagle Team)

Due to increasing problems on the SDTC bus system, TSS developed an operational plan for a permanent 12-man Transit Enforcement Team (the Eagle Team) which field both uniformed and undercover officers to address specific problems facing San Diego Transit at bus stops and on-board buses. This team has been instrumental in proactively addressing and solving a variety of problems involving criminal activity on the San Diego Transit system. Officers are assigned to work two-man undercover teams on-board certain problem bus routes and they are supported by a two-man uniformed team in a patrol car. When not assisting the undercover teams, the team in the patrol car is also available to be dispatched to calls for service by the SDTC Radio Dispatcher. This patrol car team has been highly effective in responding to disturbances and other criminal activity on-board buses, getting the offender off the bus and allowing the bus to continue on its route without unnecessary delay. TSS provides coverage for SDTC for almost all of its service hours.

Community Outreach Units (COU)

TSS outreach teams respond to patterns of juvenile crime by visiting the schools attended by repeat offenders and working with counselors, school administrators and parents to address specific problems occurring on the transit systems, particularly SDTC buses. TSS officers have discussed the importance of transit safety and crime control with parents, school officials and particular offenders. The rate of repeat offenses by these targeted offenders has been measurably reduced following each visit at the school.

3.3.2.4 Security Officer Uniforms and Equipment

Transit Systems Security Officers currently wear a professional, dark-blue uniform with distinctive “Transit Systems Security” shoulder patches and gold, oval-shaped badges. The distinctive patches including the “Private Security” designation and the bold “Transit Systems Security” lettering on the badges prevents any confusion concerning the status or role of our private security officers.

TSS supplies all uniforms, supplies and equipment necessary for the security personnel assigned to SDTI/SDTC to properly carry out their assignments and to meet the specifications of the RFP. During each shift briefing, officers are issued Blackberry smart-phones for use in report entry and monitoring (See Section 3.3.3.2 CyCop).

3.3.2.5 Employee Retention

Over the last five years, Heritage Security Services has been one of the fastest growing locally owned and managed security firms in the region, with annual increases averaging over 10 percent each year in revenue and 6 percent annual increase in number of full-time security officers.

Wage, Benefits and Turnover Reduction

Turnover in the Security Guard Industry is typically very high. Heritage Security Services has consistently maintained an exemplary average turnover ratio of 111% over the last 17 years while the Industry average has hovered between 150 and 200% (Source: American Society for Industrial Security - ASIS). Transit Systems Security has reduced turnover over the last five years, culminating in an average turnover rate of 75.5% for 2008 and 2009. This is accomplished by providing competitive wages, a quality benefits program and placing officers in assignments for which they are best suited, allowing for a more fulfilling work environment.

Minimum Hourly Wage

Heritage Security Services provides its employees with a competitive wage rate that is comparable or higher to other providers in the industry. The officers assigned to the MTS will be compensated in accordance with the cost proposal portion of this document. Pay rates will increase based on position, responsibility and performance.

Benefits

Heritage Security Services offers a comprehensive and competitive benefits package. A Summary of the employees' benefits package is listed below:

Holidays

Regular employees are eligible for holiday pay if assigned to work on any of the following Company holidays:

- New Year's Day
- Thanksgiving Day
- Independence Day
- Christmas Day

The above is subject to client approval. Holidays not listed in individual client contracts will not be considered a paid holiday. Employees are not eligible to receive additional financial compensation in lieu of time off for a holiday. If a non-exempt employee is requested to work a holiday, the employee will be paid at the established overtime rate for that holiday.

To be eligible for holiday pay, employees must be scheduled to work on the day on which the holiday is observed and must work their regularly scheduled working days immediately preceding and immediately following the holiday, unless an absence on either day is approved in advance by a supervisor.

Vacation

Upon completion of a six (6) month probationary period, all regular full-time employees begin to accrue vacation time as follows:

- 1 week at the end of 12 months of employment
- 2 weeks: 4 years from hire date
- 3 weeks: 10 years from hire date
- 4 weeks: 20 years from hire date

Part-time employees working less than 32 hours per week on a regular basis are not eligible for paid vacation.

Vacations may be taken at any time during the year; however, they must be scheduled far enough in advance to avoid conflicts with other employees' vacations and with busy periods of the year. Specific vacation dates must be approved in writing at least 30 days prior to the anticipated vacation. A portion of the accrued vacation time may be carried over to the following year. However, the most time any employee may carry over is equal to the number of weeks an employee earns times two. Financial compensation may be provided in lieu of unused vacation.

Medical and Dental Insurance

All full-time employees are eligible for medical and dental insurance. These plans are available on a contributory basis, the employees and the Company both share the monthly cost of the insurance provided by the Carrier. Eligibility for medical and dental benefits will begin the first of the month after completion of a six (6) month waiting period and will continue through that month.

Unemployment Insurance

Heritage Security Services pays thousands of dollars each year to the state and federal unemployment insurance funds on behalf of its employees, in full compliance with state and federal law.

Social Security

Social Security is an important part of every employee's retirement benefit. The Company pays the government a matching contribution for employee's Social Security retirement benefits in full compliance with federal law.

Workers Compensation

Employees are protected by the Company's worker's compensation insurance policy while employed by Heritage Security Services. The policy covers occupational injury or work-related illness. Work-related injuries must be reported to an authorized supervisor immediately before leaving the job site. This includes slips and falls, cuts, bruises, body strains and psychological injury. The company procures and pays for WC insurance policies in full compliance with state law.

Retirement Plan

Heritage Security Services provides a 401(k) plan for eligible employees in order to assist in planning for their retirement, into which it contributes a percentage of company income, each year. At the time of hire, employees receive information regarding eligibility, contributions, benefits and tax status from the Company Human Resource Manager. All participating employees receive a summary plan description at the time of enrollment.

Direct Deposit

At the time of hire, all employees of Heritage Security Services are encouraged to enroll in the Company's Direct Deposit payroll system. This system allows all employees to receive their payroll check deposited into their personal bank account without having to pick up a paycheck. Employees are also offered additional banking cash incentives if they don't have a bank account and open one at the time of enrollment.

3.3.3 Monitoring

3.3.3.1 NetworkFleet Vehicle Tracking System

Transit Systems Security has installed NetworkFleet vehicle monitoring equipment in all of the SDTI/SDTC patrol cars. Devices are discreetly installed in each patrol vehicle to provide constant updated information. These Vehicle Locator Units transmit signals, which communicate with the NetworkFleet Satellite GPS System and provide accurate up-to-the-minute location and speed data, e-mail alerts if pre-programmed upper speed limits are exceeded, maintenance diagnostic information and engine performance metrics which can be accessed from the NetworkFleet website via any Internet capable computer. The NetworkFleet Fleet Management system has greatly increased TSS' effectiveness and efficiency in providing security patrol for SDTI/SDTC by providing (1) patrol vehicle location information, (2) ability to monitor vehicle speed to ensure that MTS marked vehicles are not being driven in an unsafe manner, (3) maintenance required notices to ensure vehicles are kept in service more efficiently and (4) productivity reports on officers assigned to patrol vehicles.

Vehicle Location

NetworkFleet Fleet Management allows our supervisors to locate one or all of the SDTI/SDTC patrol vehicles with the click of a mouse at any computer terminal. The Supervisor sees the patrol cars on a detailed map with the address of their location clearly displayed in the program's data window. Supervisors can navigate easily between map views by clicking on display tabs. The program also has zoom-out capability, which allows several adjacent areas to be viewed all at once. The supervisor can also focus on an individual vehicle and determine its rate of travel and location to avoid abuses by patrol officers.

These features enable TSS to:

- Enhance security service
- Increase efficiency of patrol operations
- Improve officer productivity
- Provide direct supervision of officers

Productivity Reports

NetworkFleet Fleet Management detailed reports help TSS to evaluate the efficiency, performance and travel patterns of our officers assigned to vehicle patrol. Supervisors regularly review these reports to enhance the supervision of field personnel and to initiate corrective action to address problem areas. NetworkFleet Fleet Management vehicle information database provides a convenient repository of historical patrol fleet data which provides TSS' management with easy access to the reports and information needed to make informed management decisions concerning field operations and personnel performance.

3.3.3.2 CyCop®

Heritage Security Services has been able to capitalize on Richman Technology Corporation’s innovative and patented guard tracking technology program, CyCop®. The system has many modules that are fully tested and a perfect fit for a public agency client such as the Metropolitan Transit System. Applicable MTS personnel have been granted access into the system at varying levels. The Management Team is able to see everything from guard schedules, to reports and even real time monitoring of the officer’s current location. These modules are summarized below (Refer to **Appendix 6 – CyCop** for further information). Additionally, client representatives that are authorized by the Security Director are allowed to install the CyCop Dashboard application to obtain the following features:

CyCop Dashboard

By installing Heritage Security’s proprietary CyCop Dashboard, clients are able to enjoy the benefits of a full-service and real-time security interface, which enables them to have unprecedented access to security events and issues on their property from any computer with an Internet connection. Below is the 4-key CyCop Dashboard icon that appears on each authorized client manager’s



desktop:

Statistical Summaries of Daily Activity Reports right from the Dashboard. Statistical Summaries provide a bird's eye view of incidents and security-related activities reported by Heritage Security guards.

DAILY ACTIVITY LOG:

District:

Site: Update **HQ - HEADQUARTERS**

Period: 11/26/2009

Activity Type: All

Site Code	Site Name	Activity Type	Description	Count	Is Incident
HQ	HEADQUARTERS	Delivery	Delivery	8	
HQ	HEADQUARTERS	DOORLOCK	Door Lock/Unlock	2	
HQ	HEADQUARTERS	DRIVEBY	Drive By	56	
HQ	HEADQUARTERS	Fueling	Fueling	11	
HQ	HEADQUARTERS	INCIDENT	Incident Response	1	<input checked="" type="checkbox"/>
HQ	HEADQUARTERS	Lunch	Lunch	7	
HQ	HEADQUARTERS	Meeting	Meeting	1	
HQ	HEADQUARTERS	POSTED	Posted	3	
HQ	HEADQUARTERS	QA	QA Check	124	
HQ	HEADQUARTERS	RPTWRT	Report Writing	1	
HQ	HEADQUARTERS	SpecialEvent	Special Event Coverage	1	
HQ	HEADQUARTERS	TRAINING	Officer Training	16	
HQ	HEADQUARTERS	TRANSPORT	Transport	7	

Daily Activity Report Summaries are a quick way to view all Daily Activity Reports (DAR) submitted by TSS Security Officers. DAR's can be presented as a summary list - with the ability to view the details of each DAR - or as a list of activities contained in the DAR.

The Budget Consumption Report is a powerful CyCop® Dashboard feature that can help clients track where their security budget is being spent:

BUDGET CONSUMPTION:

Site: Update

Year: 2009

Month	Original Budget (**)	Latest Forecast (**)	Actual Expenditures	Variance to Forecast (\$)	Variance to Forecast (%)
January	13,573		13,555	-18	-0.13
February	12,255		12,093	-166	-1.35
March	13,573		13,260	-313	-2.30
April	13,135		13,015	-119	-0.91
May	13,572		13,666	93	0.69
June	13,135		13,104	-31	-0.24
July	13,573		14,096	523	3.85
August	13,573		13,484	-89	-0.66
September	13,135		13,714	579	4.41
October	13,573		12,089	-1,484	-10.93
November	13,135		11,899	-1,237	-9.42
December	13,572		14,948	1,375	10.13
Total	159,810	0	158,923	-887	-0.55

*Original Budget information is estimated. Holiday and/or special request coverage may not be reflected.

**If Latest Forecast is entered it will be used to measure Variance against Actual Expenditures, otherwise Original Budget will be used. You may add Latest Forecast information by contacting Heritage Security at (619) 275-7000 extension 200 any time during the year.

Site Performance Metrics: Metrics such as guard punctuality and turnover, round completion statistics and overtime are all reported on an easy-to-use screen that MTS can access at any time:

SITE PERFORMANCE METRICS:			
Site:	Update 110PL - 110 PLAZA		
Assignment:	All		
Index	Previous Day	Previous Month	Previous 12 Months
PUNCTUALITY INDEX	n/a	100%	99%
OVERTIME INDEX	n/a	4%	2%
ROUND COMPLETION INDEX	100%	100%	100%
TURNOVER INDEX		0%	0%
Formulas:			
Punctuality Index	= (Shifts - Late Shifts) / Shifts		
Overtime Index	= Billed Overtime Hours / Scheduled Hours		
Round Completion Index	= Hit Checkpoints / Total Checkpoints		
Turnover Index	= (YTD Staff - Current Staff) / Current Staff		

Tourwatch

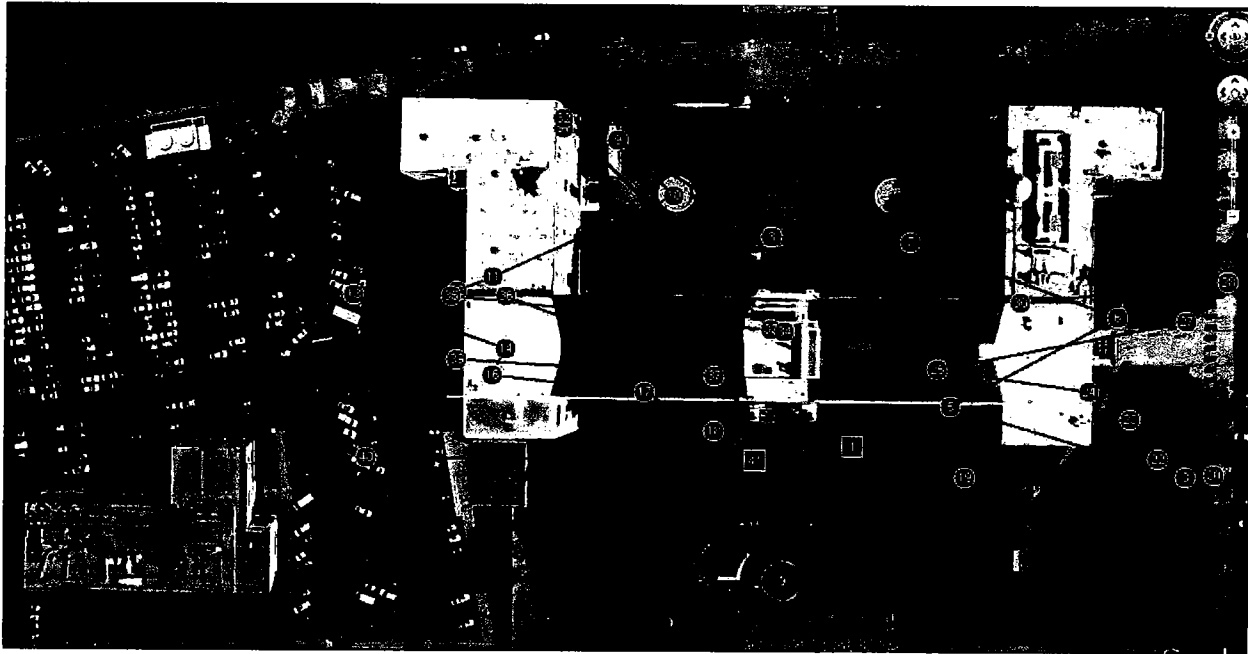
Implemented already at all MTS posts, this system relies on GPS and Geo Fencing of each property to track the Security Officers in real-time. During the course of their shift, they are first reminded to conduct their duties via a message to the guard’s cell phone. Then the CyCop Server follows up to ensure that they do this and, in the event that the officer has not completed the required task within the allotted time, the guard is again reminded that he or she has missed a critical requirement, giving an opportunity to self-correct and remedy the problem. In the event that the problem isn’t corrected, alerts are escalated to the next supervisory level and, if merited, up to Transit Management for further follow up.

Officer inactivity can also be detected by this service and an alert sent to the officer, in the event he or she hasn’t moved from a selected location within a specified time interval in which movement is

required. Field Supervisors are equipped with the same GPS enabled cell phones, allowing them to also be tracked as they make rounds, thereby ensuring that all MTS posts are checked regularly and all patrol policies are followed.

Applicable client representatives can have access to the system, enabling them to monitor the location of all officers on their property, in real time and view Field Supervisor checks of each facility to ensure that all officers and posts are inspected on a regular basis. Should a guard remain in one place for more than a client defined period of time, "bunch up" with other officers or leave the site, the client can receive the same alerts that Field Supervisory staff receive and be kept aware of issues, as they occur. Using site schematics, GPS and bar codes, the client will also be able to pinpoint the location of any officer on the site map of the facility, in real time.

The following represents an example of a site monitoring report generated within the CyCop system, showing the Geo Fence (blue line) and guard movements (red lines) within and around the property:



Guard on patrol : Martinez, Henry F.

Location Details :

- | | |
|-------------------------|-------------------------|
| 1 11/8/2009 3:42:07 AM | 13 11/8/2009 3:59:17 AM |
| 2 11/8/2009 3:43:45 AM | 14 11/8/2009 4:00:29 AM |
| 3 11/8/2009 3:43:45 AM | 15 11/8/2009 4:01:18 AM |
| 4 11/8/2009 3:45:43 AM | 16 11/8/2009 4:01:18 AM |
| 5 11/8/2009 3:45:45 AM | 17 11/8/2009 4:02:35 AM |
| 6 11/8/2009 3:46:42 AM | 18 11/8/2009 4:03:44 AM |
| 7 11/8/2009 3:49:26 AM | 19 11/8/2009 5:55:09 AM |
| 8 11/8/2009 3:50:21 AM | 20 11/8/2009 5:55:52 AM |
| 9 11/8/2009 3:51:52 AM | 21 11/8/2009 5:57:12 AM |
| 10 11/8/2009 3:52:37 AM | 22 11/8/2009 5:57:13 AM |
| 11 11/8/2009 3:54:08 AM | 23 11/8/2009 5:58:51 AM |
| 12 11/8/2009 3:58:42 AM | 24 11/8/2009 5:59:26 AM |

ARJIS Reports 2, 3, 8, & 9, (Includes Daily Activity & Incident Reports)

These web-based report modules enable the Security Staff to store all of their reports, indefinitely, in a central database. Incidents are available for easy retrieval by date or key word searches for significant events that occur on the property. All TSS officers are issued a Blackberry smart phone with CyCop software installed at the beginning of their shift to utilize in making log entries and to allow GPS monitoring of their movements. Supervisors are issued netbooks with installed air cards and CyCop access. The system is intuitively written to help assist officers with ensuring that they collect all relevant information for cases with appropriate software prompts and pre-established, automatically edited, fields. These Incident reports are then placed under a single case number. They include the ability to attach photographs and videos, as well as scanned images of any evidence. The Transit Manager can also append notes to these Incident Reports for a final Case Report to be submitted, in a software-protected Adobe Acrobat document to the client.

In 2009, Richman Technology Corp. developed a new module specifically for MTS and Transit Systems Security, to allow field officers to create ARJIS reports on their Blackberry smart phones and send them, wirelessly, to supervisors for review and approval, then to the central database for storage and forwarding to the MTS Transit Watch system. As with all other CyCop report writing programs, officers are given prompts to ensure that they include all applicable information prior to submitting their report.

This system is a complete case management system that allows for easy retrieval of information in the event of a lawsuit or other investigation. All records in the database are secure and are

only allowed to be viewed by personnel with approval of the Director of Transit Security or the TSS Captain. CyCop reports are fully integrated with the MTS Transit Watch program so as to provide MTS with a cost effective and efficient way to provide necessary reports to regulatory agencies.

ARJIS Report Summaries

ARJIS Report Summaries are an easy way to view all ARJIS Reports submitted by TSS Security Officers, during a designated time frame. ARJIS Reports can be presented as a summary list - with the ability to view the details of each Report - or via a search of key phrases within the reports.

Below is a typical ARJIS report summary from the San Diego Trolley CyCop system, showing the list of ARJIS 9 reports filed by TSS officers on March 5, 2010:

ARJIS REPORTS							
District:	San Diego Trolley						
Site:	Update MTDB - SAN DIEGO TROLLEY INC.						
Case #:							
Report Type:	All						
Person:	Select						
Period:	03/04/2010 -						
Keywords:							
Find							
Add New*: ARJIS-9 ARJIS-8							
Incident Date	Report Date	Site	Case #	Reported By	Report Type	Approved	Audit
03/05/2010 06:35	03/05/2010 15:00	MTDB	4458-01A	Hamada, D. A.	ARJIS-9	<input checked="" type="checkbox"/>	
03/05/2010 08:45	03/05/2010 10:38	MTDB	4483-01A	Lehherr, J. P.	ARJIS-9	<input checked="" type="checkbox"/>	
03/05/2010 13:57	03/06/2010 06:00	MTDB	4427-01B	Martinez, J. J.	ARJIS-9	<input checked="" type="checkbox"/>	
03/05/2010 16:45	03/05/2010 22:15	MTDB	3650-1A	Stogsdill, B. A.	ARJIS-9	<input checked="" type="checkbox"/>	
03/05/2010 17:30	03/05/2010 23:30	MTDB	4455-01F	Contreras, F. I.	ARJIS-9	<input checked="" type="checkbox"/>	
03/06/2010 06:45	03/06/2010 15:00	MTDB	4456-01A	Garcia, J. D.	ARJIS-9	<input checked="" type="checkbox"/>	

3.3.4 Unpaid Transition Period for Management Team

Transit Systems Security will adhere to the following unpaid transition requirements, as required by RFP Addendum 1 dated March 22, 2010

Training

As the incumbent security service provider for MTS, Transit Systems Security currently has staff designated and trained for CCTV duty. TSS supervisors are well trained in post and patrol duty, as identified in the Scope of Work, and are all completely familiar with MTS properties.

All supervisors in the field are trained in the completion of ARJIS forms and utilize issued Blackberry smart phones, and Netbooks to complete all daily logs, incident and injury reports and Regional Crime Reports (ARJIS 2, 3, 8 & 9). Special event personnel are briefed, trained and supervised by TSS supervisors dedicated to the applicable special events. Corrections to performance issues are made in the field, as needed, to ensure a consistent level of customer service throughout each event.

Creation of SOP and Training Manuals

Transit Systems Security has created all Operating Procedure and Training Manuals that are in use today at all MTS facilities. See **Appendix 4 – Training** and **Appendix 2 – Department Instruction Manual** for more detail.

Background checks

Transit Systems Security currently meets or exceeds the level of background checks and screening as specified in the Scope of Work.

HID cards (ID and card access to MTS facilities)

Currently Transit Systems Security provides the MTS HR Department with photographs and personal data for all TSS employees and purchases the completed badges from MTS. TSS has located a HID card provider and will meet the specifications set forth in the Scope of Work.

MTS approved uniforms

TSS' current uniforms have been approved by MTS and meet the specifications set forth in the Scope of Work. TSS has contracts with several local uniform providers and anticipates no issue with meeting additional uniform supply needs.

Approved invoice format

Using CyCop and Solomon Accounting software, TSS currently provides a detailed invoice that meets or exceeds all MTS requirements. See **Appendix 5 – Detailed Invoice** for a sample invoice showing the level of detail provided.

Physical move to MTS facility

TSS is the current occupant of the MTS provided permanent security office space and, as such, will not have to complete a physical move to the MTS facility.

Collaborative transition and continuity of service

Transit Systems Security assures MTS, that should another organization be awarded the contract, all stipulations from B.1 Scope of Work – Item Number 14 for a cooperative and professional effort to transition will be observed utilizing the same level of service that TSS has provided for almost thirty years.

Named Insured Schedule - Certificate Attachment

Richman Management Corp.
dba: Heritage Security Services
dba: Profit Recovery Network
dba: Heritage Investigations

Trolley Security, Inc.
dba: Transit Systems Security

Heritage Courier Corporation
dba: Fort Heritage Couriers

Courier Leasing, Inc.

Protection Network Corporation

Richman Technology Corporation

Miscellaneous Attachment : M45210
Master ID: 1311809

3.3.6 Private Patrol Operator License

All Heritage business entities are licensed by the state Department of Consumer Affairs, Bureau of Security and Investigative Services (BSIS) as follows:

<u>LICENSE NUMBER</u>	<u>EXPIRES</u>	<u>BUSINESS NAME</u>	<u>BUSINESS ACTIVITY</u>
PPO 10640	5/31/10	Transit Systems Security	Transportation security svcs
PPO 7901	5/31/11	Heritage Security Services	Guard svcs
PPO 10641	5/31/10	Fort Heritage Couriers	Armed courier svcs
PI 8470	4/30/11	Heritage Investigations	Private investigations

STATE OF CALIFORNIA
dca
 DEPARTMENT OF CONSUMER AFFAIRS

RENEWAL LICENSE
 CALIFORNIA

Bureau of Security and Investigative Services
 P.O. BOX 889002
 West Sacramento, CA 95788-9002
 (916) 322-4000

PRIVATE PATROL OPERATOR

LICENSE NO. PPO 10640
 RECEIPT NO. 09800069

VALID UNTIL MAY 31, 2010

TRANSIT SYSTEMS SECURITY
 1260 MORENA BLVD STE 200
 SAN DIEGO CA 92110-3815

In accordance with the provisions of Division 3, Chapter 11.5 of the Business and Professions Code, the company named herein is issued a Private Patrol Operator License Renewal.

4/11/08
 4/11/08

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

WP/PO 02/29/08

STATE OF CALIFORNIA
dca
 DEPARTMENT OF CONSUMER AFFAIRS

RENEWAL LICENSE
 CALIFORNIA

Bureau of Security and Investigative Services
 P.O. BOX 889002
 West Sacramento, CA 95788-9002
 (916) 322-4000

PRIVATE PATROL OPERATOR

LICENSE NO. PPO 7901
 RECEIPT NO. 10300002

VALID UNTIL MAY 31, 2011

HERITAGE SECURITY SERVICES
 1260 MORENA BLVD STE 200
 SAN DIEGO CA 92110

In accordance with the provisions of Division 3, Chapter 11.5 of the Business and Professions Code, the company named herein is issued a Private Patrol Operator License Renewal.

7/15/08
 7/15/08

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

WP/PO 02/29/08

3.4 Exceptions/ Deviations

Heritage Security Services and Transit Systems Security do not request any exceptions or deviations from the stipulations presented in the Metropolitan Transit System RFP # G1299.0-10.

Section 4 - Appendices

Appendix 1 - Required Documents

SAN DIEGO METROPOLITAN TRANSIT SYSTEM

**MTS SECURITY SERVICES
MTS DOC. NO. G1299.0-10**

DESIGNATION OF EXPERIENCE

Name of Proposer: Transit Systems Security and Heritage Security Services

Reference #1:

Company Name: San Diego Metropolitan Transit System/ San Diego Trolley Inc.

Contact: Bill Burke, Director of Transit Security

Telephone #: (619) 595-4947

Reference #2:

Company Name: North County Transit District

Contact: Thomas Lichterman, Director of Rail Services

Telephone #: (760) 967-2855

Reference #3:

Company Name: County of San Diego, General Services

Contact: Walter Stepahin, Contract Administrator

Telephone #: (858) 694-2923

Reference #4:

Company Name: San Diego Unified Port District

Contact: Paul Libuda, Facility Security Officer

Telephone #: (619) 686-8067

Reference #5:

Company Name: San Diego Sheriff's Department - Hall of Justice

Contact: Captain Roy Heringer, Court Services Bureau

Telephone #: (619) 531-3975

Reference #8:

Company Name: County of San Diego Airports

Contact: Olivier Brackett, Assistant Airport Manager

Telephone #: (760) 431-4646

SAN DIEGO METROPOLITAN TRANSIT SYSTEM

MTS SECURITY SERVICES
PROPOSAL CERTIFICATION FORM

Ken Moller, [authorized person] of Transit Systems Security [company name] certify that I have read and will comply with all proposal materials and requirements as stated in the proposal materials.

Please initial that you have completed, understood, submitted, and will comply with the following:

- KM* I have completed, signed, and submitted the Proposal forms.
- KM* I have completed, signed, and submitted the Status of Current and Past Contracts form.
- KM* I have completed and submitted the Designation of Experience form.
- KM* I have completed, signed, and submitted the Certificate of Compliance with MTS Equal Opportunity Programs (EOP) form, including the Equal Opportunity Program Workforce Report.
- KM* I have completed, signed, and submitted the Buy America Certificate (Alternative A or B).
- KM* I have completed, signed, and submitted the Subcontractor's Statement of Eligibility form.
- KM* I have completed, signed, and submitted the Public Contract Code Section 10162 Questionnaire and Statement of Eligibility form.
- KM* I have completed, signed, and submitted the Noncollusion Affidavit form.
- KM* I have completed, signed, and submitted the Certification of Restrictions on Lobbying.
- KM* I have completed, signed, and submitted the Disclosure of Lobbying Activities.
- KM* I have completed, signed, and submitted the Certification Regarding Debarment, Suspension and Other Ineligible and Voluntary Exclusion Lower-Tier Covered Transactions.
- KM* I have completed, signed, and submitted the Equal Opportunity Program Workforce Report.
- KM* I have completed, signed, and submitted the Type of Business form.
- KM* I have completed, signed, and submitted the Safety Rules form.
- KM* I have completed, signed, and submitted the Addenda Acknowledgement form.

Signed: *Ken Moller*

Date: April 6, 2010

Print Name: Ken Moller

Title: President



SAN DIEGO METROPOLITAN TRANSIT SYSTEM

CERTIFICATE OF COMPLIANCE
WITH MTS EQUAL OPPORTUNITY PROGRAMS AND DBE CONTRACTOR INFORMATION FORM

I hereby certify that, in performing under contract(s) or purchase order(s) awarded by the San Diego Metropolitan Transit System (MTS), I will comply with the provisions of MTS Equal Employment Opportunity Program, and rules and regulations adopted pursuant thereto, Title VI of the Civil Rights Act of 1964, the California Fair Employment Practices Act, and any other applicable federal and state laws and regulations relating to equal employment opportunity, including laws and regulations hereinafter enacted.

DBE subcontractor participants are listed below, the successful bidder must execute and return this form even if no DBE participation will be reported:

Company Name and Address	Description of Work	Dollar Amount
N/A		

If one hundred (100%) percent of item is not to be performed or furnished by DBE, describe exact portion of item to be performed or furnished by DBE. I agree to make a good-faith effort to meet the goals of this plan as part of my contractual obligations to MTS.

Date: April 6, 2010

Firm: Transit Systems Security

By: Kenneth Moller

Signature: 

Title: President



D.2 REQUIRED FEDERAL FORMS - ALL THESE FORMS MUST BE PROPERLY EXECUTED AND RETURNED WITH YOUR PROPOSAL - YOU MAY RETAIN OTHER PAGES FOR YOUR RECORDS.

SAN DIEGO METROPOLITAN TRANSIT SYSTEM

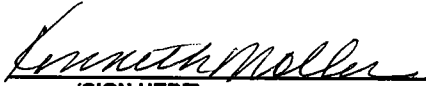
BUY AMERICA CERTIFICATE

ALTERNATIVE A

CERTIFICATE OF COMPLIANCE WITH SECTION 165(a)

The bidder hereby certifies that it will comply with the requirements of Section 165(a) of the Surface Transportation Assistance Act of 1982 and the regulations in 49 C.F.R. 661.

Name of Contractor: Transit Systems Security

Signature of Contractor:  Date: April 6, 2010
(SIGN HERE)

ALTERNATIVE B

The bidder hereby certifies that it cannot comply with the requirements of Section 165(a) of the Surface Transportation Assistance Act of 1982, but it may qualify for an exception to the requirement pursuant to Section 165(b) of the Surface Transportation Assistance Act and regulations in 49 C.F.R. 661.7.

Name of Contractor: _____

Signature of Contractor: _____ Date: _____
(SIGN HERE)

NOTE: COMPLETE EITHER ALTERNATIVE A OR B - DO NOT COMPLETE BOTH.

PSmith
BF-BUYAM.DOC
1/7/99



SAN DIEGO METROPOLITAN TRANSIT SYSTEM
SUBCONTRACTOR'S STATEMENT OF ELIGIBILITY

Transit Systems Security _____ certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in any federal project by any federal department or agency.

Where the Subcontractor is unable to certify any of the statements in the certification, such Subcontractor shall attach an explanation with this form.

The Subcontractor certifies or affirms the truthfulness and accuracy of the contents of the statements submitted on or with this certification and understands that the provisions of 31 U.S.C. Section 3801, et seq., are applicable.

Kenneth Moller - President

Name and Title of Official

Signature: *Kenneth Moller* Date: April 6, 2010

PSmith/LTorio
BF-SSOE.DOC
5/18/01



SAN DIEGO METROPOLITAN TRANSIT SYSTEM
PUBLIC CONTRACT CODE SECTION 10162 QUESTIONNAIRE

In accordance with Public Contract Code Section 10162, the Bidder shall complete, under penalty of perjury, the following questionnaire:

Has the contractor, any officer of the contractor, or any employee of the contractor who has a proprietary interest in the bidder, ever been disqualified, removed, or otherwise prevented from bidding on, or completing a federal, state, or local government project because of a violation of law or a safety regulation?

YES

NO

If the answer is yes, explain the circumstances in the following space.

Name of Contractor: Transit Systems Security

Signature of Contractor: *Kenneth Moller* Date: April 6, 2010
(SIGN HERE)

STATEMENT OF ELIGIBILITY

Transit Systems Security hereby certifies that it

is is not
(Must Check One)

included on the U.S. Comptroller General's Consolidated List of Persons or Firms Currently Debarred for Violations of Various Public Contracts.

Name of Contractor: Transit Systems Security

Signature of Contractor: *Kenneth Moller* Date: April 6, 2010
(SIGN HERE)



SAN DIEGO METROPOLITAN TRANSIT SYSTEM

NONCOLLUSION AFFIDAVIT

(Title 23 United States Code Section 112 and
Public Contract Code Section 7106)

In accordance with Title 23, United States Code Section 112, and Public Contract Code 7106, the bidder declares that the bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the bid is genuine and not collusive or sham; that the bidder has not, directly or indirectly, induced or solicited any other bidder to put in a false or sham bid; and has not, directly or indirectly, colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or that anyone shall refrain from bidding; that the bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the bid are true; and, further, that the bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.

Bidders are cautioned that making a false certification may subject the certifier to criminal prosecution.

Name of Contractor: Transit Systems Security

Signature of Contractor:  Date: April 6, 2010
(SIGN HERE)

PSmith
BF-AFFIDAVIT.DOC
8/10/98



SAN DIEGO METROPOLITAN TRANSIT SYSTEM

**CERTIFICATION OF
RESTRICTIONS ON LOBBYING**

The CONTRACTOR hereby certifies that:

1. No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
2. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance is placed when this transaction is made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Executed this 6th day of April, 2010.

Name of Contractor: Transit Systems Security

Signature of Contractor: *Kenneth Moller* Date: April 6, 2010
(SIGN HERE)

PSmith
BF-LOBBY.DOC
8/10/98



DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

1. Type of Federal Action <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance <p align="right">N/A</p>	2. Status of Federal Action <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. postaward <p align="right">N/A</p>	3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: Year _____ quarter _____ date of last report _____ <p align="right">N/A</p>
4. Name and Address of Reporting Entity: <input type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: <p align="center">N/A</p> Congressional District, if known: _____		5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime: <p align="center">N/A</p>
6. Federal Department/Agency: <p align="center">N/A</p>		7. Federal Program Name/Description: <p align="center">N/A</p> CFDA Number, if applicable: _____
8. Federal Action Number, if known: <p align="center">N/A</p>		9. Award Amount, if known: \$ _____ <p align="center">N/A</p>
10. a. Name and Address of Lobbying Entity (if individual, last name, first name, MI): <p align="center">N/A</p> <p align="center"><i>(attach Continuation Sheet(s) SF-LLL-A, if necessary)</i></p>		b. Individuals Performing Services (including address if different from No. 10a) <p align="center">N/A</p>
11. Amount of Payment (check all that apply): \$ _____ <input type="checkbox"/> actual <input type="checkbox"/> planned 12. Form of Payment (check all that apply): <input type="checkbox"/> a. cash <input type="checkbox"/> b. in-kind; specify: nature _____ value _____ <p align="center">N/A</p>		13. Type of Payment (check all that apply): <input type="checkbox"/> a. retainer <input type="checkbox"/> b. one-time fee <input type="checkbox"/> c. commission <input type="checkbox"/> d. contingent fee <input type="checkbox"/> e. deferred <input type="checkbox"/> other, specify: _____ <p align="center">N/A</p>
14. Brief Description of Services Performed or to be Performed and Date(s) of Service, including officer(s), employee(s), or Member(s) contacted, for Payment indicated in Item 11: <p align="center">None</p> <p align="center"><i>(attach Continuation Sheet(s) SF-LLL-A if necessary)</i></p>		
15. Continuation Sheet(s) SF-LLL-A attached: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
16. Information requested through this form is authorized by title 31 U.S.C., Section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.		Signature: _____ Print Name: <u>Kenneth Moller</u> Title: <u>President</u> Telephone No. <u>619-275-7000</u> Date: <u>April 6, 2010</u>
Federal Use Only:		Authorized for Local Reproduction Standard Form - LLL

PSmith/BF-DISCLO.DOC - 8/10/98



DISCLOSURE OF LOBBYING ACTIVITIES
CONTINUATION SHEET

Reporting Entity: _____ Page _____ of _____

PSmith/BF-CONTINUATION - 8/10/98



INSTRUCTIONS FOR COMPLETION OF SF-LLL DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime federal recipient, at the initiation or receipt of a covered federal action, or a material change to a previous filing, pursuant to Title 31, U.S.C. Section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with a covered federal action. Use the SF-LLL-A Continuation Sheet for additional information if the space on the form is inadequate. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered federal action.
2. Identify the status of the covered federal action.
3. Identify the appropriate classification of this report. If this is a follow-up report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered federal action.
4. Enter the full name, address, city, state, and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the first tier. Subawards include but are not limited to subcontracts, subgrants, and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, state, and zip code of the prime federal recipient. Include Congressional District, if known.
6. Enter the name of the federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the federal program name or description for the covered federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate federal identifying number available for the federal action identified in item 1 (e.g., Request for Proposal (RFP) number, Invitation for Bid (IFB) number, grant announcement number, the contract grant or loan award number, or the application/proposal control number assigned by the federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered federal action where there has been an award or loan commitment by the federal agency, enter the federal amount of the award/loan commitment for the prime entity identified in items 4 or 5.
 - A. Enter the full name, address, city, state, and zip code of the lobbying entity engaged by the reporting entity identified in item 4 to influence the covered federal action.
 - B. Enter the full names of the individual(s) performing services, and include full address if different from 10A. Enter last name, first name, middle initial (MI).
11. Enter the amount of compensation paid or reasonably expected to be paid by the reporting entity (item 4) to the lobbying entity (item 10). Indicate whether the payment has been made (actual) or will be made (planned). Check all boxes that apply. If this is a material change report, enter the cumulative amount of payment made or planned to be made.
12. Check the appropriate box(es). Check all boxes that apply. If payment is made through in-kind contribution, specify the nature and value of the in-kind payment.
13. Check the appropriate box(es). Check all boxes that apply. If other, specify nature.
14. Provide a specific and detailed description of the services that the lobbyist has performed, or will be expected to perform, and the date(s) of any services rendered. Include all preparatory and related activity, not just time spent in actual contact with federal officials. Identify the federal officials(s) or employee(s) contacted or the officer(s), employee(s), or member(s) of Congress that were contacted.
15. Check whether or not a SF-LLL-A Continuation Sheet(s) is attached.
16. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

Public reporting burden for this collection of information is estimated to average 30 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, D.C. 20503.

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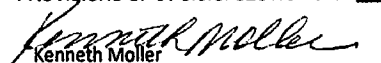
SAN DIEGO METROPOLITAN TRANSIT SYSTEM

CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBLE AND VOLUNTARY EXCLUSION LOWER TIER COVERED TRANSACTIONS


The Lower Tier Participant (Applicant for a third-party subcontract or sub-grant under a FTA Project), Transit Systems Security, certifies, by submission of this bid, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.

Where the Lower Tier Participant (Applicant for a third-party subcontract or sub-grant under a FTA Project), is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this bid.

THE LOWER TIER PARTICIPANT (APPLICANT FOR A THIRD-PARTY SUBCONTRACT OR SUB-GRANT UNDER A FTA PROJECT) Transit Systems Security CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. SECTION 3801 ET. SEQ. ARE APPLICABLE THERETO.


Kenneth Moller
Authorized Official

President
Title of Authorized Official


Attorney's Signature
April 6, 2010
Date

RETURN THIS FORM WITH YOUR PROPOSAL
RETAIN OTHER PAGES FOR YOUR RECORDS

SAN DIEGO METROPOLITAN TRANSIT SYSTEM

EQUAL OPPORTUNITY PROGRAM
WORKFORCE REPORT

Metropolitan Transit System (MTS) enforces an Equal Opportunity (EEO) program established under MTS policies and procedures No. 26. This program prohibits discrimination in employment and requires MTS Contractors to be equal opportunity employers. You may submit a copy of the Employer Information Report, EEO-1, in lieu of this form.

PLEASE COMPLETE ALL SECTIONS OF THIS FORM:

A. Name of Company: Richman Management Corporation

B. AKA/DBA: Transit Systems Security
Heritage Security Services

C. Address of Establishment Located in San Diego County (if different from above):
1260 Morena Blvd. #200
San Diego, CA 92110

D. If there is no office in San Diego County, or if there are less than fifteen (15) employees in that office, include an address for your regional office that will oversee the work under MTS's contract:

City County State Zip Code

E. Employment Data - Include the employees located in San Diego County only, unless your firm employs fewer than fifteen (15) people locally. In the event, you should list the workforce of the regional office that will oversee the work under MTS's contract. Report all permanent full-time and part-time employees including apprentices and on-the-job trainees. Blank spaces will be considered as zeros.

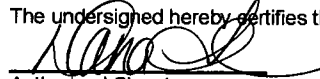


OCCUPATIONAL CATEGORY	African American		Hispanic		Asian or Pacific Islander		Native American		Other		Over all Total	
	M	F	M	F	M	F	M	F	M	F	M	F
Executive/Managerial	2					1			5	3	7	4
Engineers/Architects/Surveyors									5	2	5	2
Professionals (N.E.C.)												
Technicians												
Sales									3	2	3	2
Administrative Support	3		4	1	1	2			5	4	13	7
Protective Services (Security)	164	33	140	31	21	7			326	53	651	124
Services (N.E.C.)												
Craft Workers (Skilled)												
Machine Operators, Assemblers & Inspectors												
Transportation and Material Moving			2		1				5		8	
Laborers (Unskilled)												
TOTALS FOR EACH COLUMN	169	33	146	32	23	10			349	64	687	139

Indicate by gender and ethnic code the number of the above workforce, which are persons with disabilities:

DISABLED	N/A											
----------	-----	--	--	--	--	--	--	--	--	--	--	--

F. The undersigned hereby certifies that the foregoing data contained herein is true and correct:


 Authorized Signature Dana Froehlich Name of Signee HR Manager Title 4/6/2010 Date

G. Name, Address and Phone Number of Person to Contact Regarding this Report:

Dana Froehlich 1260 Morena Blvd. #200, San Diego, CA 92110
(619) 275-7000

METROPOLITAN TRANSIT SYSTEM
 1255 Imperial Avenue, Suite 1000
 San Diego, CA 92101



ETHNIC IDENTIFICATION:

African American: (NOT OF HISPANIC ORIGIN): All persons having origins in any of the black racial groups of Africa.

Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Asian or Pacific Islander: Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area, includes, China, Japan, Korea, the Philippine Islands, and Samoa.

Native American: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition

Other: Caucasian and others not falling into one of the designated categories.

DISABLED DEFINITION

Any person who 1) has a physical or mental condition which limits one or more of such person's major life activities, 2) has a history of such a condition, or 3) is regarded as having such a condition. For purposes of this definition, "major life activity" means any mental or physical function or activity, which if impaired, creates a substantial barrier to employment.

OCCUPATIONAL CATEGORY LIST

Executive/Managerial
Executive, Management Related
Engineers/Architects/Surveyors
Professionals (N.E.C.)*
Mathematical and Computer Scientists
Natural Scientists
Health Diagnosing
Health Assessment and Treating
Teachers, Postsecondary
Teachers, except Postsecondary
Counselors, Educational and Vocational
Librarians, Archivists, Curators
Social Scientists and Urban Planners
Social, Recreation and Religious Workers
Lawyers and Judges
Writers, Artists Entertainers & Athletes
Technicians
Health Technologists and Technicians
Engineering and Related Technologists and Technicians
Science Technicians
Technicians, Except Health, Engineering and Service
Sales
Supervisors and Proprietors
Sales Representatives, Finance and Business
Services
Sales Representatives, Commodities except Retail
Sales Workers, Retail and Personal Services
Other Sales Related
Administrative Support
Supervisors of Administrative Support
Computer Equipment Operators
Secretaries, Stenographers, Typists
Information Clerks
Records Processing, Except Financial
Financial Records Processing
Duplicating and Other Office Machine Operators
Communications Equipment Operators
Mail and Message Distributing
Material Recording and Distributing Clerks
Adjusters and Investigators

Other Office/Clerical
*N.E.C.: Not Elsewhere Classified
Protective Services
Supervisors of Protective Services
Firefighting and Fire Prevention
Police and Detectives
Guards & Other Protective Services
Services (N.E.C.)*
Private Households
Food Preparation and Services
Health Services
Cleaning and Building Services
Personal Services
Craft Workers (Skilled)
Supervisors of Mechanics and Repairers
Vehicle and Mobile Equipment Mechanics and Repairers
Heating, Air Conditioning, Refrigeration, Mechanics
Other Mechanics and Repairers
Supervisors of Construction Trades
Construction Trades, Except Supervisors
Extractive Occupations
Precision Production Occupations
Machine Operators, Assemblers & Inspectors
Metalworking and Plastic Working Machine Operator
Metal and Plastic Processing Machine Operators
Woodworking Machine Operators
Printing Machine operators
Textile, Apparel and furnishing Machine Operators
Machine Operators, Assorted Materials
Fabricators, Assembler and Hand Working Occupations
Production Inspector, Tester, Sampler, Weigher
Transportation and Material Moving
Motor Vehicle Operators
Rail Transportation Occupations
Water Transportation Occupations
Material Moving Equipment Operators
Laborers (Unskilled)
Handlers
Equipment Cleaners
Helpers & Laborers

SAN DIEGO METROPOLITAN TRANSIT SYSTEM

TYPE OF BUSINESS FORM

Name of Proposer: Transit Systems Security

Principal Business Address: 1260 Morena Blvd. #200

Telephone Number: (619) 275-7000 Fax Number: (619) 275-7035

Email Address: kmoller@heritagesecurity.com

1. What form of business is your organization? Please check one of the following.
 Sole Proprietorship
 Partnership (Limited / General
 Corporation
2. If a Corporation, when and where was your organization incorporated? March 1981
San Diego, CA
3. If a Limited Partnership, when and where is your organization certified? _____
N/A
4. State of California certified DBE, ESB, or other? Yes / No
If yes, Certification Number: N/A

Date: April 6, 2010 Firm: Transit Systems Security

Signature: *Ken Moller* Name (Printed): Ken Moller

Title: President



SAN DIEGO METROPOLITAN TRANSIT SYSTEM

SAFETY DEPARTMENT
STANDARD OPERATING PROCEDURES

FOR

CONTRACTORS SAFETY AND HEALTH REQUIREMENTS

(SAF 016-03)
January 2003

SAF 016-03

Purpose: To establish environmental, safety and health requirements for San Diego Transit Corporation's Contractors.

Background: SDTC is committed in providing and maintaining a safe work place, safe plant and equipment, and a safe and competent workforce as required by legislation and best industrial practice for our employees, customers, visitors, and general public.

To support this commitment, we require our Contractors to provide adequate leadership and safety training for their employees and require the same of their sub-Contractors.

Objectives: This SOP requires all SDTC Contractors to:

- Comply with the environmental, safety and health requirements of the contract as per FTA, OSHA, Cal OSHA, and San Diego Transit Corporation.
- Assign a competent person the responsibility for the implementation of the safety regulations, personal protective equipment usage and compliance with hazardous materials/environmental policies, and drug and alcohol program.
- Ensure that all Contractor employees and sub-Contractors are trained and educated in safety and support on-site Contractors on safe work and SDTC safety programs.
- Sign the SDTC Contractual Agreement with Outside Agencies (Safety Rules).

SDTC Representatives are required to:

- Pro-actively monitor the Contractors' workplace to identify all occupational health and safety hazards – Departmental/Safety representative.
- Safety and contract requirements compliance – Audit/Inspection conducted and documented (schedule and spot check) by Quality Assurance Department.

NOTE: Copies of both MTS Illness and Injury Prevention Program (IIPP) and the MTS Maintenance Department Code of Safe Practices are available in the Safety Department's office. MTS handles the Engineering/Construction site safety plans.

SAN DIEGO METROPOLITAN TRANSIT SYSTEM

SAFETY RULES

**MTS Contractual Agreement with Outside Agencies
Work on MTS Premises**

A. Safety Rules

These safety rules apply specifically to Contractors, Contractor's employees, or sub-Contractors working on Metropolitan Transit System (MTS) property. Any loss or damage, including death, resulting from Contractors, Contractor's employees, or subcontractor's negligence shall hold MTS management and employees harmless from any such loss. No work shall be performed on MTS property without approval and proper permits, when required. Requirements:

1. Comply with Cal OSHA, state, local and MTS' safety, and environmental policies.
2. Observe and follow all posted facilities safety regulations.
3. Use the proper Personal Protective Equipment required for the job.
4. No illegal drugs or alcohol will be consumed on site or off the premises while working for MTS.

B. Use of Tools and Equipment (when required)

1. Required Tools and Equipment must be in good condition, safe for use and calibrated (if required).
2. Follow safe engineering work practices/procedures.
3. Wear the required personal protective equipment when using tools.

C. Machinery and Vehicles (when required)

1. Do not attempt to operate MTS machinery or equipment without special permission.
2. Only licensed operators may operate Forklift Trucks and other equipment on MTS occupied spaces.

D. Contractor Requirements (when required)

1. Valid Contractor's license number.

Date: April 6, 2010

Authorized Representative:  Title: President
Signature

Your signature implies that you have read and understand and agree to follow these safety requirements.



SAN DIEGO METROPOLITAN TRANSIT SYSTEM

**MTS SECURITY SERVICES
MTS DOC. NO. G1299.0-10**

ADDENDA ACKNOWLEDGEMENT FORM

Proposer acknowledges the receipt of the following Addenda:

ADDENDUM	CHECK (✓) RECEIVED	DATE RECEIVED	ADDENDUM	CHECK (✓) RECEIVED	DATE RECEIVED
ADDENDUM NO. 1	✓	3/30/2010	ADDENDUM NO. 4		
ADDENDUM NO. 2			ADDENDUM NO. 5		
ADDENDUM NO. 3			ADDENDUM NO. 6		

FIRM NAME: Transit Systems Security

ADDRESS: 1260 Morena Blvd. Suite 200
San Diego, CA 92110

TELEPHONE: 619-275-7000 **FAX:** 619-275-7035

PLEASE PRINT NAME OF INDIVIDUAL RESPONSIBLE FOR THE PREPARATION OF THIS PROPOSAL:

DATE: April 6, 2010

PRINT NAME: Ken Moller

SIGNATURE OF PROPOSER: *Ken Moller*
(Sign Here)

TITLE: President



Appendix 2 – Department Instruction Manual

TRANSIT SYSTEMS SECURITY

DEPARTMENT INSTRUCTION MANUAL

TRANSIT SYSTEMS SECURITY
1255 IMPERIAL AVENUE, SUITE 900
SAN DIEGO, CA 92101
619-595-4970

TRANSIT SYSTEMS SECURITY DEPARTMENT INSTRUCTIONS

1.0 ADMINISTRATION

<u>NO.</u>	<u>DATE</u>	<u>SUBJECT</u>
1.1	05/13/09	DEPARTMENT INSTRUCTIONS AND COMMUNICATIONS
1.2	05/13/09	UNIFORM & EQUIPMENT MANUAL
1.3	05/13/09	SERVICE AWARDS
1.4	3/18/10	PERSONAL APPEARANCE
1.5	05/13/09	CITIZEN COMPLAINTS
1.6	05/13/09	FIREARM POLICY
1.7	05/13/09	NON-TRANSIT RELATED INCIDENTS
1.8	05/13/09	CHEMICAL AGENTS
1.9	05/13/09	NOTIFICATION OF DEPARTMENT MANAGERS
1.10	05/13/09	OUTSIDE EMPLOYMENT
1.11	05/13/09	USE OF THE BATON
1.12	05/13/09	SECURITY OF DEPARTMENT INFORMATION
1.13	05/13/09	USE OF PHYSICAL FORCE
1.14	05/13/09	DISCRIMINATION/SEXUAL HARASSMENT
1.15	05/13/09	DELEGATION OF RESPONSIBILITIES
1.16	05/13/09	EMPLOYEE PERFORMANCE EVALUATIONS
1.17	05/13/09	SICK LEAVE/LEAVE OF ABSENCE POLICY
1.18	05/13/09	REPORTING WORK-RELATED ILLNESSES OR INJURIES
1.19	05/13/09	DISCIPLINARY ACTION REPORTS
1.20	05/13/09	REPORT WRITING PROCEDURES

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TRANSIT SYSTEMS SECURITY DEPARTMENT INSTRUCTIONS

3.0 FIELD OPERATIONS

<u>NO.</u>	<u>DATE</u>	<u>SUBJECT</u>
3.1	05/13/09	RULES AND REGULATIONS GOVERNING ALL WATCHES
3.2	05/13/09	ARRESTS BY TRANSIT SECURITY OFFICERS
3.3	05/13/09	EVIDENCE AND FOUND PROPERTY PROCEDURES
3.4	05/13/09	BOMB THREATS
3.5	05/13/09	PATROL VEHICLE OPERATION
3.6	05/13/09	PATROL PROCEDURES
3.7	05/13/09	FARE ENFORCEMENT
3.8	05/13/09	ALARM RESPONSE
3.9	05/13/09	ASSISTING PATRONS, MOTORISTS, AND INJURED PERSONS
3.10	05/13/09	REFUSAL OF SERVICE
3.11	05/13/09	TRESPASSERS ON TRANSIT PROPERTY
3.12	05/13/09	REVENUE COLLECTION PROCEDURES

TRANSIT SYSTEMS SECURITY DEPT. INSTRUCTION	DATE: 05/13/09 PAGE: 1 OF 2 NO. 1.1
TO: ALL PERSONNEL	SUBJECT: DEPARTMENT INSTRUCTIONS & COMMUNICATIONS
ORIGIN: CAPTAIN OF TRANSIT SYSTEMS SECURITY	INSTRUCTION SUPERSEDES & REPLACES: 1.1 DATED: 04/01/05

I. PURPOSE

The purpose of this instruction is to provide the policy and procedures for the communication of instructions to Transit Systems Security personnel.

II. DEPARTMENT INSTRUCTIONS

Department instructions are written orders which are of prolonged duration and are designed to provide a method of transmitting policies and procedures that apply to all members of Transit Systems Security. Department Instructions facilitate standardization, improve information retention, and provide convenient accessibility to written policies and procedures.

- A. Department instructions are grouped into three major categories and numbered consecutively with each category having a master number. The Communication Section is reserved for the Department Instructions which will apply to Central Control operations after a designated radio frequency is assigned to Security and a Security Dispatcher is assigned. The categories are:

Administration	1.0
Field Operations	3.0

- B. Instructions grouped within a particular category are identified first by the master number. Specific instructions are identified by a number following the master number. Instructions within the category are numbered consecutively.

- C. An index of instructions is maintained in the front of each instructions binder. The index lists instructions in numerical sequence by major category.

- D. Promulgation

Officers are expected to comply with the provisions of all Department Instructions. All Department Instructions will be issued on the standard Department Instruction form by the Captain of Transit Systems Security and maintained in instruction manuals by supervisors in each Transit Systems Security office.

In addition, all new officers will read each Department Instruction and each Department Instruction will be reviewed and explained by a supervisor during orientation training. Each new officer will sign a statement agreeing that he has read all of the instructions, that the instructions have been explained to him, and that he will comply with all of the provisions of the instructions.

- E. Retention and Revision

1. Department Instructions are canceled only by a more recent instruction or an order issued by the Captain of Transit Systems Security.
2. The heading of all instructions will indicate the number and date of any instruction that is being superseded and replaced.

III. DEPARTMENT ORDERS

- A. Department Orders are any written directive issued by the Captain of Transit Systems Security. Department orders carry the same force as Department Instructions and require the compliance of all Department personnel.
- B. Supervisors will maintain written Department Orders in the front section of the Department Instruction Manuals. The Captain of Transit Systems Security will maintain a master file of all current Department Orders.
- C. All written Department Orders will be issued in the following format:

TRANSIT SYSTEMS SECURITY

DEPARTMENT ORDER

NUMBER:

DATE:

TO:

FROM:

SUBJECT:

TRANSIT SYSTEMS SECURITY DEPT. INSTRUCTION	DATE: 05/13/09 PAGE: 1 OF 6 NO. 1.2
TO: ALL PERSONNEL	SUBJECT: UNIFORM & EQUIPMENT MANUAL
ORIGIN: CAPTAIN OF TRANSIT SYSTEMS SECURITY	INSTRUCTION SUPERSEDES & REPLACES: 1.2 DATED: 04/01/05

UNIFORM & EQUIPMENT MANUAL

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Uniform and Equipment Specifications 2. Wearing of Uniform 3. Department Property 4. Required Equipment While in Uniform 5. Optional Equipment 6. Plainclothes Personnel 7. Required Equipment for Plainclothes Duty 8. Mixture of Uniform and Civilian Clothing 9. Altering Style of Uniform 10. Wearing of Badge 11. Headgear 12. Purchasing Uniforms and Equipment | <ol style="list-style-type: none"> 13. Uniform Shirt 14. Uniform Pants 15. Duty Jacket 16. Leather/Web Gear 17. Name Tag 18. Shoulder Patches 19. Insignia 20. Socks 21. Undershirts 22. Pants Belt 23. Shoes and Boots 24. Gloves 25. Rain Gear |
|---|---|

1. UNIFORM AND EQUIPMENT SPECIFICATIONS

Complete uniform and equipment specifications for all personnel are included in this instruction. Items not supplied by the Department will be provided by officers at their own expense. If there is any doubt as to whether a particular uniform or equipment item choice meets Department specifications, prior approval must be obtained from the Captain of Transit Systems Security. In all cases, the Captain of Transit Systems Security will make the final determination as to whether Department specifications have been met.

2. WEARING OF UNIFORM

While on duty, all officers shall be in complete uniform at all times unless specifically assigned to plainclothes duty. Officers of the Department, while on duty, shall at all times be neat and clean. Uniforms shall be clean and pressed and shall be in conformity with specifications contained in this instruction. Officers shall, as often as necessary, examine and clean their uniforms and equipment and keep them in good, serviceable condition. Leather gear and footwear shall be kept clean and well-polished. The personal appearance of all officers shall be in keeping with acceptable standards of appearance for uniformed enforcement personnel. Officers shall present a business-like, professional appearance at all times in dress and grooming.

3. DEPARTMENT PROPERTY

Those items of uniform and equipment which are issued by the Department must not be misused, wasted, damaged, or lost and must be surrendered in good condition to the officer's supervisor prior to any extended leave of absence or suspension, resignation, or discharge. Officers will reimburse the Department for any property which is lost or damaged by fraud, waste, or abuse.

4. REQUIRED EQUIPMENT WHILE IN UNIFORM

- | | |
|---------------------------------|---------------------------------|
| (1) Badge | (8) Ammo pouches (D.I. 1.6) |
| (2) Latex Rubber Gloves | (9) Name tag |
| (3) Portable Radio and Holder | (10) Pepper Spray & Case |
| (4) Handcuffs and Case | (11) Duty Belt |
| (5) Field Notebook and Pen | (12) Belt Keepers |
| (6) Baton | (13) Cellular Phone (if issued) |
| (7) Firearm (refer to D.I. 1.6) | (14) Flashlight (at night) |

5. OPTIONAL EQUIPMENT

In addition to the required equipment specified in #4, the following optional equipment may be carried on the duty belt. Other items may not be worn on the duty belt without authorization of the Captain of Transit Security Systems.

- | | |
|---|----------------------------|
| (1) One extra set of handcuffs and case | (4) Utility knife and case |
| (2) Latex glove case | (5) Pager and case |
| (3) Key strap | (6) Flashlight holder |

6. PLAINCLOTHES PERSONNEL

Officers assigned to plainclothes or undercover duty will wear clothing as prescribed by the Crime Suppression Unit (CSU) Sergeant.

7. REQUIRED EQUIPMENT FOR PLAINCLOTHES DUTY

- | | |
|---------------------------------|-----------------------------|
| (1) Badge | (6) Ammo Pouches (D.I. 1.6) |
| (2) Latex Rubber Gloves | (7) Firearm Permit (CCW) |
| (3) Portable Radio (if issued) | (8) Flashlight (at night) |
| (4) Handcuffs | (9) Pepper Spray |
| (5) Firearm (refer to D.I. 1.6) | (10) Field Notebook and Pen |

8. MIXTURE OF UNIFORM AND CIVILIAN CLOTHING

Officers shall not wear articles of the Department uniform while off duty except while commuting to and from their place of duty. Officers must remove or cover the uniform shirt or jacket while in transit to and from their place of duty.

9. ALTERING STYLE OF UNIFORM

Uniforms shall be of the material and in the style prescribed in this instruction and such material and style shall not be altered in any manner whatsoever without specific authorization of the Captain of Transit Systems Security.

10. WEARING OF BADGE

When in uniform, officers shall wear the Department issued badge on the outermost garment, centered above the left breast pocket.

11. HEADGEAR

Officers may wear the Department-approved baseball cap to prevent excessive exposure to the sun, rain or extreme cold when they are outside of their patrol vehicles and not inside a building. The baseball cap is not intended to be a regular part of the uniform. The cap may be worn only while on duty and in uniform.

While riding the Department bicycles, officers are required to wear the standard, white Department-issued bicycle helmet, or they may wear an equivalent, plain white helmet of their own.

12. PURCHASING UNIFORMS AND EQUIPMENT

When purchasing uniform and equipment items, officers must make arrangements with the dealer so that the item may be returned if it does not comply with Department specifications. To ensure uniformity, only the following specific uniform shirts and pants may be purchased for wear while on duty.

13. UNIFORM SHIRT

"Elbeco" Duty Plus, dark blue 65% Dacron polyester, 35% Avril rayon, with permanently

sewn-in military creases, short or long sleeve. Fechheimer Poly-wool shirts are optional, but the officer must pay the difference in cost. BDU style shirts are not permitted. Shirts must be large enough to allow for the proper wearing of a protective vest. Shirts which are so tight that they present a clear outline of the protective vest or which restrict the officer's freedom of movement or full range of motion are prohibited.

14. UNIFORM PANTS

"Horace Small," dark blue Style 7106, 75% polyester, 25% wool. Fechheimer cargo pants are optional, but at the officer's expense. Military-style BDU pants are not authorized. Flashlights and other items of equipment will not be routinely carried around in the sap pockets of the uniform pants. Pants will be hemmed with blind stitching so that when the officer is standing at attention, the back of the pants will be approximately one inch from the ground and the front of the pants will rest properly on top of the shoes or boots.

15. DUTY JACKET

The black, all-weather duty jacket issued by the Department or the black, leather duty jacket or black Gortex jacket approved by the Department are the only jackets authorized to be worn on duty. The jacket may be worn with or without the liner or collar.

16. SWEATER

Horace Small or Flying Cross black sweaters are optional at the officer's expense. Though they are not Department issue, they are authorized for use.

17. LEATHER/WEB GEAR

Required equipment may be either leather or web gear. All gear worn must be of the same design. Leather gear must be plain black or black basket-weave in design. The leather duty belt must be the standard, 2 1/4" wide "Sam Browne" type with a chromium, colonial-style buckle. All equipment flaps will be secured with chromium-plated snaps or Velcro fasteners.

Web gear must be plain black Cordura or Duraweb nylon. The duty belt must be the standard, 2 1/4" nylon web type with a black, molded plastic buckle. All equipment flaps will be secured with black metal snaps or Velcro fasteners.

18. NAME TAG

Officers will wear the gold-embroidered Department-approved name tag centered above the right breast pocket of the uniform shirt. The bottom edge of the name tag shall be worn approximately 1/4" above the top seam of the shirt pocket. Officers will wear the gold Department-approved name tag centered above the right breast pocket of the uniform jacket. Insignia affixed to the name tag is prohibited.

19. SHOULDER PATCHES

Department-issued shoulder patches will be worn centered below the epaulets on both sleeves of the uniform shirt and jacket. The top of the patch will be placed 1/2" below the shoulder seam of the shirt and 1" below the shoulder seam of the jacket.

20. INSIGNIA

Lieutenants will wear Department-issued gold bars centered on each point of the uniform shirt collar. Department issued gold bars will be worn centered on the outside edge of each epaulet on the uniform jacket.

Sergeants will wear three-stripe chevrons centered below the shoulder patch on the uniform shirt and jacket. The top point of the chevrons will be placed approximately ½" below the bottom point of the shoulder patch. Department-issued chevrons will be blue trimmed in gold on a black felt background.

Field Training Officers appointed by the Captain of Transit Systems Security will wear a Department-issued "F.T.O." pin centered 1/4" above the name tag or service award ribbons on the uniform shirt.

Department-issued service award ribbons will be worn centered 1/4" above the name tag on the uniform shirt. No other type of insignia whatsoever may be worn on the uniform shirt or jacket.

21. SOCKS

If visible, socks must be black, plain, and without ornamentation.

22. UNDERSHIRTS

When wearing the short sleeve shirt, a plain, white, black or dark blue crew-neck undershirt shall be worn. When wearing the long sleeve shirt, a plain, navy or black turtleneck sweater or dickie shall be worn or, any one of the above listed crew-neck undershirts may be worn. A turtleneck sweater or dickie may also be worn with the short sleeve shirt but only if the duty jacket is also worn.

23. PANTS BELT

A belt shall be worn with the uniform pants and must be between 1" and 1 1/2" wide. Belts may be plain black or black basket weave leather or of black nylon web construction. Belts may have either a chromium squad buckle or a Velcro fastener.

24. SHOES AND BOOTS

Uppers must be made entirely of smooth black leather, except for the side vents on boots, and must be clean and well-polished. Uppers constructed of any type of plastic or vinyl material are not permitted. The soles and heels must be Neoprene or a similar slip resistant, non-marking material.

Shoes must have center laces and may be either an oxford type or have a six- to eight-inch high top. Velcro fasteners are not permitted. Tennis shoes or athletic shoes of any type are not permitted. Shoes must have a plain round or semi-pointed toe.

Boots must be either dress boots intended for business attire or a police/military type with center laces. Cowboy boots, logging boots, motorcycle boots, and similar types are not permitted. Boots must have a plain round or semi-pointed toe. The height of boots will be high enough to prevent pant legs from catching in them but not over 14 inches measured from the bottom of the heel to the uppermost portion of the boot.

TRANSIT SYSTEMS SECURITY DEPT. INSTRUCTION	DATE: 05/13/09 PAGE: 1 OF 2 NO. 1.3
TO: ALL PERSONNEL	SUBJECT: SERVICE AWARDS
ORIGIN: CAPTAIN OF TRANSIT SYSTEMS SECURITY	INSTRUCTION SUPERSEDES & REPLACES: 1.3 DATED: 04/01/05

I. PURPOSE

The purpose of this instruction is to adopt a Service Awards Program designed to give official recognition to heroic, meritorious, or outstanding service by Transit Systems Security officers.

II. CLASSES OF AWARDS

A. Medal of Valor

Awarded to an officer who displays great personal courage in the pursuit of a worthwhile objective while knowing that he is placing himself in imminent peril of loss of life or great bodily injury.

The award consists of a medal, service ribbon, and certificate.

B. Lifesaving Medal

Awarded to an officer who saves a life by direct action performed under conditions requiring bravery or exposure to danger or by performance above and beyond the normal call of duty. Recommendations for this award should be accompanied by reports from medical personnel or an eyewitness.

The award consists of a medal, service ribbon, and certificate.

C. Lifesaving Certificate

Awarded to an officer who saves a life by direct action, such as CPR, and need not be performed under conditions requiring bravery or exposure to danger. Recommendations for this award should be accompanied by reports from medical personnel or an eyewitness.

The award consists of a certificate.

D. Supervisor of the Year

Awarded to recognize the outstanding achievements in support of Department operations by one supervisor. The criteria to be considered include (1) significant contributions made to the overall operations of the Department, (2) demonstration of exemplary leadership, (3) exemplifying appearance, bearing, and professional performance which exceed the highest professional standards and which serve as a role model for other personnel.

The award consists of a cash award and certificate.

E. Officer of the Year and Quarter

Awarded to recognize the meritorious performance in support of Department operations by one officer. The criteria to be considered include (1) the handling of a significant incident or problem in a highly competent or professional manner which produced results which reflected very favorable on the officer and the Department, (2) a sustained pattern of highly competent professional performance which made significant contributions to the accomplishment of Department goals and objectives, (3) the submission of a plan, suggestion, or idea which made a significant impact in reducing fraud, waste, or abuse or which resulted in a noteworthy improvement in Department operations.

This award consists of a cash award and certificate.

F. Letter of Commendation

Awarded to an officer for outstanding professional performance that stands out from virtually all others and that is significantly beyond that normally expected. This award may be based on a single act or on exemplary performance over an extended period of time.

III. RECOMMENDATIONS FOR AWARDS

Supervisors will forward recommendations for awards to the Captain of Transit Systems Security. The Captain will review all recommendations and designate the appropriate award to be presented. The Captain will organize and schedule appropriate meetings or ceremonies for the presentation of awards.

TRANSIT SYSTEMS SECURITY DEPT. INSTRUCTION	DATE: 03/18/10 PAGE: 1 OF 2 NO. 1.4
TO: ALL PERSONNEL	SUBJECT: PERSONAL APPEARANCE
ORIGIN: MANAGER OF TRANSIT SYSTEMS SECURITY	INSTRUCTION SUPERSEDES & REPLACES: 1.4 DATED: 4/01/05

1. PERSONAL APPEARANCE SPECIFICATIONS

Complete personal appearance specifications for all officers are included in this instruction. If there is any doubt as to whether a particular personal appearance choice meets Department specifications, prior approval must be obtained from the Captain of Transit Systems Security. In all cases, the Captain of Transit Systems Security will make the final determination as to whether Department specifications have been met.

2. PERSONAL APPEARANCE STANDARDS

Officers of the Department, while on duty, shall at all times be neat and clean. Uniforms shall be clean and pressed and shall be in conformity with specifications contained in Department Instruction 1.2. Officers shall, as often as necessary, examine and clean their uniforms and equipment and keep them in good, serviceable condition. Leather gear and footwear shall be kept clean and well-polished. The personal appearance of all officers shall be in keeping with acceptable standards of appearance for uniformed enforcement personnel. Officers shall present a business-like, professional appearance at all times in dress and grooming. All officers shall comply with the following grooming standards.

3. MALE OFFICERS

Hair

Hair on the sides, if properly styled to present a neatly groomed and even appearance, may come to the center of the ears. Hair on the back of the head may be neatly tapered or blocked, but shall not be long enough to extend over the top of the shirt collar when the head is held in a position of attention. Hair in front shall not fall below the top of the eyebrows. The bulk of any hair style shall not extend more than two inches from any part of the head.

Ornamentation must not be worn in the hair, and hair shall not be worn in a pony-tail, braids, or in any style which would present a safety hazard. Eccentric hair styles or unusual practices which would draw undue or unfavorable attention to the wearer are not permitted.

Sideburns

Sideburns shall not extend below the bottom of the ear lobe and shall be neatly trimmed. The bottom of the sideburn will end in an even, straight, horizontal edge when the head is held in a position of attention. Flared or pork-chop type sideburns are not permitted.

Mustaches

Mustaches must be neatly trimmed. Mustaches shall not extend past the corners of the mouth nor past the vermilion line of the upper lip. Mustaches shall be neatly tapered and will not have waxed points or edges.

Beards

Beards of any kind including Van Dykes or goatees are not permitted.

Jewelry

Choker-type necklaces shall not be worn while on duty. Religious or other types may be worn, but they must be worn on a chain long enough so as not to be visible outside the uniform shirt.

Earrings are not permitted. Bracelets and rings may be worn but shall not be excessive in number or be of a type that presents an unprofessional appearance or that calls undue or unfavorable attention to the wearer. Bracelets and rings which present a safety hazard shall not be worn.

4. FEMALE PERSONNEL

Hair

The hair shall be worn in a neat and professional style which does not include extreme styles such as pompadours. As an appropriate safety practice, hair should be worn "up" while on duty and must not be worn in a pony-tail or braids. In any case, hair must be styled so as not to fall below the top of the shoulders while on duty. The bulk of any hair style shall not extend more than two inches from any part of the head. Eccentric hair styles or unusual practices which would draw undue or unfavorable attention to the wearer are not permitted.

Makeup

The use of facial makeup shall be conservative. Excessive use of lipstick, rouge, foundation, mascara, eyebrow pencil, or eye shadow shall not be acceptable. Fingernails shall be inconspicuous and not present a safety hazard. Fingernails may not be excessively long or painted in such a way as to present a gaudy or unprofessional appearance.

Jewelry

Choker-type necklaces shall not be worn while on duty. Religious or other types may be worn, but they must be worn on a chain long enough so as not to be visible outside the shirt. Earrings shall be plain, gold or silver in color, and stud-type only. Earrings must be worn in pierced ears and are limited to two in each ear lobe.

Bracelets or rings may be worn but shall not be excessive in number or be of a type that presents an unprofessional appearance or that calls undue or unfavorable attention to the wearer. Bracelets or rings which present a safety hazard shall not be worn.