



Virgin Islands Water and Power Authority (WAPA)

IFB No.: IB-01-26

SECURITY GUARD SERVICES for St. Croix, St. Thomas and St. John TECHNICAL & PRICE PROPOSAL

Submitted by

Falken USVI, LLC

**6115 Estate Smith Bay STE 330
St. Thomas, Virgin Islands 00802-1324**

Unless otherwise stated within this document, Falken USVI hereby agrees to the terms, conditions, and provisions included in the solicitation and further agree to furnish the items upon which the prices are offered at the prices set opposite each item.

Authorized Representative

Rob Ord

President

ROrd@Falken.us

A handwritten signature in black ink, appearing to be "Rob Ord", is written over a horizontal line.

Rob Ord

Date Signed: 1 August 2025

Top Secret Level Facility Clearance
HUBZone Small Business

CAGE: 80ZC4
Unique Entity ID: DHABHNM5YJ85
EIN Number: 66-0886920

"THIS PROPOSAL INCLUDES DATA THAT SHALL NOT BE DISCLOSED OUTSIDE THE GOVERNMENT AND SHALL NOT BE DUPLICATED, USED, OR DISCLOSED IN WHOLE OR IN PART FOR ANY PURPOSE OTHER THAN TO EVALUATE THIS PROPOSAL. IF, HOWEVER, A CONTRACT IS AWARDED TO THIS OFFEROR AS A RESULT OF OR IN CONNECTION WITH THE SUBMISSION OF THIS DATA, THE GOVERNMENT SHALL HAVE THE RIGHT TO DUPLICATE, USE, OR DISCLOSE THE DATA TO THE EXTENT PROVIDED IN THE RESULTING CONTRACT. THIS RESTRICTION DOES NOT LIMIT THE GOVERNMENT'S RIGHT TO USE INFORMATION CONTAINED IN THIS DATA IF IT IS OBTAINED FROM ANOTHER SOURCE WITHOUT RESTRICTION. THE DATA SUBJECT TO THIS RESTRICTION ARE CONTAINED IN ALL SHEETS OF THIS PROPOSAL; AND "USE OR DISCLOSURE OF DATA CONTAINED ON THESE SHEETS ARE SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS PROPOSAL."



1 August 2025

Virgin Islands Water and Power Authority
Attn. Nicole Aubain
Submitted via email to: contractservices@viwapa.vi

Re. Invitation for Bid (IFB) for Security Guard Services
(Ref. No. IB-01-26)

Dear Nicole Aubain,

Falken USVI, a division of Falken Industries LLC, is a certified HubZone Small Business based in the United States Virgin Islands (USVI) with operations throughout the Caribbean. We are fully licensed and bonded to provide armed and unarmed security services on the Virgin Islands and have an established history of working with both commercial and Federal Government entities, such as FEMA and the Department of Homeland Security. Our key corporate information is:

Company Name:	Falken USVI LLC
Address:	6115 Estate Smith Bay STE 330 St. Thomas, Virgin Islands 00802-1324
Unique Entity ID:	DHABHNM5YJ85
CAGE Code:	80ZC4
Website:	https://falkenusvi.com
Socio-Economic Status:	HubZone (SB certified)

On the following pages, we have included our executive summary, corporate information, technical approach and past performance information in accordance with IFB instructions. We acknowledge receipt of all applicable Addenda to the IFB. If selected, we are committed to entering good faith negotiations with the Water and Power Authority (WAPA). Falken USVI will be solely responsible for all aspects of the engagement including any portion that may be performed by its subcontractors.

As the president and owner of the company, I confirm that I have full authority on behalf of Falken USVI to represent and negotiate a contract with WAPA, if selected as the awardee.

We are committed to performing the work required as specified to industry standards of workmanship and in a professional manner. We confirm that Falken USVI is in good standing with the Government and has NOT engaged in any unethical practices.

Falken USVI is fully compliant with all tax obligations required by the Virgin Islands Bureau of Internal Revenue (IRB). To demonstrate our standing, we have included a current Letter of Good Standing issued by the Government of the Virgin Islands. This letter confirms that Falken is in good standing and up to date with all required filings and payments, including gross receipts, excise, employment, and income taxes. We understand that tax compliance is a critical requirement of this contract and will continue to maintain our compliance throughout the contract term.

Falken USVI

<https://falkenusvi.com>

At the time of proposals submission, we are unaware of any actual or potential conflicts of interest. We confirm that Falken USVI, nor any parent company, subsidiary company or associated company or contractual/independent contractor(s) hired by Falken USVI has assisted with preparing this IFB.

Neither the corporation, its employees, agents, or representatives, nor any other party has paid or agreed to pay, directly or indirectly, any person, firm or corporation, any money or valuable consideration for assistance in procuring or attempting to procure this invitation for bid and agreeing that no such money or reward will be paid. Further, we confirm that our bid is genuine and Falken has not, in any manner, sought by collusion to secure for itself any advantage over any other bidder.

Our bid package will remain in effect for a period of 120 days from the submission deadline and thereafter, until the firm withdraws it, or a contract is approved and executed, or the procurement is cancelled, whichever occurs first.

Falken has reviewed Appendix A – Professional General Contract Terms in full. We confirm that we take no exceptions to the terms and conditions as outlined. Falken is fully prepared to comply with all contractual obligations and requirements as specified in the IFB and supporting documents.

If you have any additional questions about our submission, please let us know. We look forward to hearing from you.

Respectfully,

A handwritten signature in black ink, appearing to be 'Rob Ord'.

Rob Ord
President

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1. EXECUTIVE SUMMARY

Falken USVI, LLC is a licensed, insured, and locally based security company established in October 2017 to support critical infrastructure protection and government security needs across the U.S. Virgin Islands. Originally formed in response to disaster recovery operations following Hurricanes Irma and Maria, Falken USVI has since evolved into one of the region's leading physical security providers. Today, we employ over 65 trained security officers across St. Thomas and St. Croix, supporting both public-sector contracts and commercial clients with site-based and roving patrol operations.

As a fully compliant holder of Watchman, Guard & Patrol Agency Licenses #245 and #245a, Falken USVI delivers contract performance that meets or exceeds the requirements of the Virgin Islands Water and Power Authority. We understand the sensitivity of protecting utility assets and critical infrastructure across multiple islands, and we maintain the capacity to provide 24/7 armed and unarmed guard coverage, including relief and emergency surge staffing. Our operational presence is backed by full-time local administrative staff on both St. Thomas and St. Croix, ensuring responsiveness and continuity of service.

Falken's parent company, Falken Industries, is a global provider of integrated security solutions with operations in the U.S. Virgin Islands and overseas. Our leadership team—including Falken founder Rob Ord, who maintains a private residence and operational office in St. Thomas—remains directly engaged in supporting USVI-based contracts to ensure high standards of accountability, compliance, and client satisfaction.

Falken USVI brings proven experience supporting federal, territorial, and commercial security programs. Our business model is rooted in local investment, hiring preference for Virgin Islands residents, and mission-driven performance. We are uniquely positioned to fulfill WAPA's security requirements across St. Thomas, St. John, and St. Croix with professionalism, integrity, and unmatched service value.

In submitting our proposal, Falken USVI confirms the following statements are accurate and true:

- Falken USVI confirms that the company has already obtained all appropriate state business license(s) required for this proposal.
- Falken USVI confirms that the company has NOT had a record of substandard work within the past five (5) years.
- Falken USVI confirms that the company has NOT engaged in any unethical practices within the past five (5) years.
- Falken USVI confirms that, if awarded a contract, the company acknowledges its complete responsibility for the entire contract, including payment of all charges resulting from the contract.
- Falken USVI confirms that the company has adequate financial resources for performance or can obtain such resources as required during performance. Currently, Falken USVI manages over USD \$10 million in contracts with various Federal, State and commercial entities. We have the financial resources to mobilize, manage and operate the WAPA contract, including payroll for up to six (6) months.
- Falken USVI confirms that the company does NOT have any written agreement with any person(s), or subcontractor(s) listed in the proposed project staff or team.

- Falken USVI confirms that the company has not experienced any significant changes to the management and/or corporate structure that are related to the work contained in this IFB, including any mergers that occurred in the last five (5) years.

In the following table, we provide information regarding Falken's primary point of contact and key corporate information, per IFB requirements:

Primary Point of Contact:	Rob Ord, President
Email:	rord@falken.us
Telephone:	(Office) 703-348-7497 (Direct) 340-725-5465
USVI Address:	6115 Estate Smith Bay, Suite 330 St.Thomas, US Virgin Islands 00802-1324
SAM Unique Entity ID:	DHABHNM5YJ85
CAGE Code:	80ZC4
Website:	https://falkenusvi.com
No. of Full-Time Employees:	STT – 33 licensed security officers STX – 38 licensed security officers (Total = 71 licensed security officer)
Date of Incorporation:	13 October 2017
No. of Years providing armed and unarmed security services:	Falken Industries, the parent company to Falken USVI, has provided armed and unarmed security services, including patrol services for over 20 years.

2. BID FORM, QUESTIONNAIRE AND BIDDER'S REFERENCES

In accordance with IFB instructions, we have included completed and signed copies of the Bid Form, Questionnaire Form and Bidder's References. With our references, we have included recent client evaluations and letters of commendation to demonstrate the quality of our services. Please, see the following pages.

BID FORM

This bid is offered for the following sites:

St. Croix Power Plant, St. Croix Business Office, Estate Glynn Garage, Estate Slob, Water Management, St. Thomas Power Plant, St. Thomas Business Office, St. Thomas Water Distribution, St. Thomas Line Department, St. Thomas Parking Lot, St. John Line Department and St. John Business Office.

- 1) St. Croix only: Yes _____ No _____
- 2) St. Thomas & St. John only: Yes _____ No _____
- 3) St. Croix, St. Thomas, and St. John: Yes X

Hourly Rate (Armed): \$35.30

Hourly Rate (Unarmed): \$27.72

(Vehicle costs include fuel, insurance, safety equipment and materials)

The terms, conditions, and specifications contained in the instructions and specifications are hereby accepted. The Authority reserves the right to reject all bids. The Authority shall give due consideration to all relevant information requested and provided. Any bid which is incomplete, or obscure may cause rejection of bid as unresponsive.



Signature

President

Title

30 July 2025

Date

QUESTIONNAIRE

All information requested in the Questionnaire SHALL be furnished by the bidder and SHALL be submitted with the bid. All statements shall be completed, accurate, and in the form requested. Omission, inaccuracy or miss-statement may be cause for rejection of your bid. Additional sheets may be attached hereto as is necessary.

By submission of a proposal, the bidder acknowledges and agrees that the Authority has the right to make any inquiry or investigation deemed appropriate to substantiate or supplement information contained in the questionnaire and authorizes the release to the Authority of any and all information sought in such inquiry or investigation.

1. Your Name and Address exactly as it appears on the bid proposal

**Falken USVI, LLC
6115 Estate Smith Bay STE 330
St. Thomas, Virgin Islands 00802-1324**

2. If selected, you intend to carry on the business as:

Individual () Partnership () Limited Partnership ()
Joint Venture () Corporation (X) Other () if other, attach explanation

3. If a Partnership, Limited Partnership, or Joint Venture, attach a copy of the Partnership, Limited Partnership, or Joint Venture agreement and the following:

Falken USVI is NOT proposing a Partnership, Limited Partnership, or Joint Venture. Therefore, we have left this section blank.

- A. Name, address, share and other occupation, if any, of each Partner, GeneralPartner (Limited Partnership), or member of Joint Venture

N/A

- B. Date of Organization

N/A

- C. General of Limited Partnership (if applicable)

N/A

- D. Agreement Recorded: **N/A**

Country _____ State _____

E. Doing business under fictitious name? If so, specify name

N/A

Is name registered in the U.S.V.I.? If yes, Date

If name is not registered in U.S.V.I give country and state where registered and Date

PLEASE ATTACH TO BID A COPY OF BUSINESS LICENSE

4. If a corporation, answer the following:

A. When incorporated? 13 October 2017

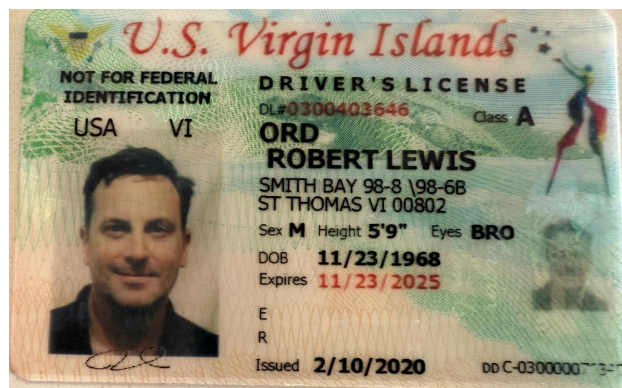
B. In what state? United States Virgin Islands

C. Authorized to do business in the U.S.V.I.? Yes If so, as of what date? 13 October 2017

D. Name, address, full or part-time experience in the business and shares of stock held by the following officers:

PLEASE ATTACH TO BID COPIES OF REGISTRATION OF TRADENAME, CORPORATE CHARTER V.I. BUSINESS LICENSE.

PRESIDENT: Rob Ord, President (100% Owner of Falken USVI)
Smith Bay 98-8 \98-6B
ST Thomas, VI 00802
ROrd@Falken.us
+1 703 753 1158 ext 101



Vice PRESIDENT: N/A

SECRETARY: N/A

TREASURER: Patrick Tabachka, Dir. Of Finance
Patrick@Falken.us
+1 703 753 1158 (ext 104)

SECRETARY: N/A

E. Name, address, and shares of stock held by each member of the Board of Directors:

Chairman: Rob Ord (100% owner)

Member: N/A

Member: N/A

Member: N/A

Member: N/A

Member: N/A

BIDDER'S REFERENCES

List four persons or firms with whom you have conducted business transactions during the past three years. At least two of the reference names are to have knowledge of your debt payment history. At least one reference must be a financial institution.

REFERENCE NO. 1

Name:	Perry Toomer, Contracting Officer
Firm:	Federal Emergency Management Agency (FEMA)
Title:	Contracting Officer
Address:	4500 Sunny Isles Shopping Center Unit 37,38 I Christiansted I St. Croix VI 00820
Telephone:	404-583-5972; Perry.Toomer@fema.dhs.gov

Nature and magnitude of purchase, sale, loan, business association, etc.

Falken provides Armed and Unarmed security guards at Disaster Related Sites and Facilities on St. Croix, St. Thomas and St. John to FEMA. The contract operates 24/7/365 and is valued at \$3.9 million. In total, we have 28 officers on the contract.

REFERENCE NO. 2

Name:	Derek Smith
Firm:	U.S. Space Force and Aegis
Title:	Program Manager
Address:	dsmith@TriSept.com
Telephone:	703-298-6120

Nature and magnitude of purchase, sale, loan, business association, etc.

As a subcontractor to Aegis, Falken provides unarmed security personnel on a United States Space Force project at the NASA Johnson Space Center in Houston, Texas. The total contract value is \$3.2 million.

REFERENCE NO. 3

Name:	Tom Lash
Firm:	Amazon Web Services - JWCC; US Department of Defense
Title:	Procurement Officers
Address:	Tolash@Amazon.com
Telephone:	

Nature and magnitude of purchase, sale, loan, business association, etc.



As a subcontractor to Amazon, Falken provides cleared security guards at a US Department of Defense data facilities in San Antonio, Texas and Laurel, Maryland. The total contract value is over \$40 million.

REFERENCE NO. 4

Name:	Scott Fisher
Firm:	Oriental Bank
Title:	Security Director
Address:	1725 Duke Street, Suite 400, Alexandria, VA 22314
Telephone:	

Nature and magnitude of purchase, sale, loan, business association, etc.

Falken provides armed security for static and mobile posts. We provide an estimated 97,000 guard hours per year. The annual contract value is over \$2.3 million.



University of the Virgin Islands

Historically American. Uniquely Caribbean. Globally Interactive.

Eastern Caribbean Center

United States Census 2020 U.S. Virgin Islands
6035 Castle Coakley
Christiansted, VI 00820

Monday, September 28, 2020

To Whom It May Concern,

It gives me great pleasure to write in support of FALKEN USVI LLC application.

Our office partnered with Falken USVI LLC in October 2019, to provide security services at our facilities on St. Croix over a period of time until our electronic surveillance was adequately installed. The ease with which the contact was made and the contract processed were indeed noteworthy. The staff serviced our needs with courtesy and professionalism, putting our questions and anxieties to rest because of the sensitivity and confidentiality of our data. At that time, we needed 24-hour armed and unarmed guards, and the personnel who reported for duty provided exceptional service; at times going above and beyond the requirements.

When our office, again, required additional security services, Falken was selected for the job. In August 2020, we made various requests based on our needs and the items were handled very professionally. Significant, is the fact that, in each instance Falken USVI LLC has been selected, quotes were required. However, many factors were also taken into consideration for the final determination, to include timeliness of response, and the necessary services to be provided. Falken USVI LLC has catered to our needs so that we are able to ensure a safe working environment for our employees.

Should you require any further information or have any questions of me, please do not hesitate to contact me. I can be reached via E-Mail at lorna.j.sutton@2020census.gov and/or lorna.sutton@uvi.edu or via phone at (340) 718-2020 or (340) 727-2020. I will be happy to speak with you in this regard.

Cordially,

Lorna J. Williams-Sutton, MPA
Local Census Office, Manager
St. Croix District



September 28, 2020

RE: Falken USVI, LLC

Dear Sir or Madam:

Antilles School contracted the security services of Falken USVI, LLC in the first quarter of 2020.

If Antilles School is ever in need of security services in the future, we will certainly call Falken USVI, LLC.

Sincerely,

Heather Meringolo, CPA, CGMA

Chief Financial Officer

Office | (340) 776-1600, x1900

hmeringolo@antilles.vi

CONTRACTOR PERFORMANCE ASSESSMENT REPORT (CPAR)

Name/Address of Contractor:

Vendor Name: FALKEN USVI, LLC

Division Name: SECURITY

Street: 6115 ESTATE SMITH BAY STE 330

City: ST THOMAS

State: VI Zip: 008021324

Country: USA

CAGE Code: 80ZC4

Unique Entity ID: DHABHNM5YJ85

Product/Service Code: S206 Principal NAICS Code: 561612

Evaluation Type: Interim

Contract Percent Complete: 50

Period of Performance Being Assessed: 06/16/2022 - 06/15/2023

Contract Number: 70FBR220C00000009 **Business Sector & Sub-Sector:** Nonsystems - Facilities Services

Contracting Office: REGION 2: EMERGENCY PREPAREDNESS AN **Contracting Officer:** PERRY TOOMER (PERRY.TOOMER@FEMA.D)

Location of Work:

Date Signed: 02/28/2020 **Period of Performance Start Date:** 02/25/2020

Est. Ultimate Completion Date/Last Date to Order: 06/15/2025 **Estimated/Actual Completion Date:** 06/15/2025

Funding Office ID: 70FPR2

Base and All Options Value : \$3,979,835 **Action Obligation:** \$2,965,601

Complexity: Medium **Termination Type:** None

Extent Competed: Competed under SAP **Type of Contract:** Firm Fixed Price

Key Subcontractors and Effort Performed:

Unique Entity ID:

Effort:

Unique Entity ID:

Effort:

Unique Entity ID:

Effort:

Project Number:

Project Title:

Contract Security Guards (CSG) to provide security services at disaster related sites and facilities in the geographic locations detailed in the Contract Line Item Numbers (CLIN) section of the solicitation. There are an estimated 26 sites to include but limited to 10 sites in St Croix, 28 officers per week; 12 sites in St Thomas, 47 officers per week; and 4 sites in St Johns, 8 officers per week. There will be either shifts of 12 hours per day or 24 hours per day.

Contract Effort Description:

provide within one (1) week prior to the start of the contract a phase in plan to include (see Phase-In Plan of Contract and Continuity of Services)
The Federal Emergency Management Agency (FEMA) uses contracted armed security guard services to safeguard federal employees, visitors and property at both temporary and fixed facilities during disaster and emergency declarations.
The Vendor may only utilize Department of Labor (DOL) category 27102 Guard II security personnel (Attachment I) to perform services under this contract. All category Guard II security personnel must also meet all local and state qualification requirements necessary to fulfill the responsibilities of the position.

As an integral part of the FEMA security team, the Vendor shall provide and maintain all management, supervision, manpower, material, training, equipment, supplies, licenses, permits, certificates, insurance, pre-employment screenings, reports, and files, and shall plan, schedule, coordinate and ensure effective performance necessary to accomplish security services as described and required in this Statement of Work (SOW). The Vendor is entirely responsible for timely obtaining and adhering to the individual state, city /and territorial licensing and permits requirements without assistance from the Federal Government. The

Vendor shall perform to the standards required in this SOW and will be expected to work closely with FEMA contracting and security representatives throughout the duration of services.

Contract Security Guards have a crucial and highly visible role in the FEMA mission. They are usually the first line of defense so it is crucial that the vendor ensure that their employees realize the importance of their role, know their duties, and perform their duties courteously and professionally at all times.

2

Terms and conditions are subject to change regarding opening/closure of any FEMA site location. Upon notification of all FEMA site openings the response time to and closing times are subjected at times to a quick turn-around to arrive on post within 30 minutes to 1 hour time frame upon communication notice verbally or by task orders.

Small Business Subcontracting:

Does this contract include a subcontracting plan? No

Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): N/A

Evaluation Areas	Past Rating	Rating
Quality:	Very Good	Very Good
Schedule:	Very Good	Very Good
Cost Control:	N/A	Satisfactory
Management:	Very Good	Very Good
Small Business Subcontracting:	N/A	Very Good
Regulatory Compliance:	Very Good	Very Good
Other Areas:		
(1) :		N/A
(2) :		N/A
(3) :		N/A

Variance (Contract to Date):

Current Cost Variance (%): Variance at Completion (%):

Current Schedule Variance (%):

Assessing Official Comments:

QUALITY: Performance meets contractual requirements and exceed some to the Government's benefit.

SCHEDULE: Performance meets contractual requirements and exceed some to the Government's benefit (SOW).

COST CONTROL: Performance meets contractual requirements and exceed some to the Government's benefit (SOW).

MANAGEMENT: Performance meets contractual requirements and exceed some to the Government's benefit.

SMALL BUSINESS SUBCONTRACTING: Performance meets contractual requirements and exceed some to the Government's benefit.

REGULATORY COMPLIANCE: Performance meets contractual requirements and exceeds some to the Government's benefit.

ADDITIONAL/OTHER: The contractor performed all requirements within the SOP in a timely and professional manner and was thoroughly proficient in their assessments and reports. They ensured the stakeholders were kept abreast within all facet of the requirements and issues. The contractor met or exceeded all aspect of the contract and had a great understanding of the requirement and it showed within their performance.

RECOMMENDATION:

Given what I know today about the contractor's ability to perform in accordance with this contract or order's most significant requiren similar requirements in the future.

Name and Title of Assessing Official:

Name: PERRY TOOMER

Title: Section Chief Region 1-5

Organization: DHS FEMA

Phone Number: 770.220.8871 Email Address: perry.toomer@fema.dhs.gov

Date: 08/15/2023

Contractor Comments:

ADDITIONAL/OTHER: Contractor agrees with the ratings assigned.

CONCURRENCE: I concur with this evaluation.

Name and Title of Contractor Representative:

Name: Robert Ord

Title: President

Phone Number: 540-718-4375 Email Address: rord@falken.us

Date: 08/18/2023

Review by Reviewing Official:**Name and Title of Reviewing Official:**

Name:

Title:

Organization:

Phone Number: Email Address:

Date:

--

Robert L. Ord
President / CEO

3. ENCLOSURES AND CORPORATE DOCUMENTS

On the following pages, we have included mandatory submission documents per IFB instructions, including but not limited to:

1. Current USVI Business License
2. Certificate of Good Standing
3. Certificate of Insurance

Our key corporate information, per our SAM.gov registration is:

SSN or EIN Number:	66-0886920
Cage Code:	80ZC4
SAM Unique Entity ID No.:	DHABHNM5YJ85



**Government of
The United States Virgin Islands**

-O-

*Office of the Lieutenant Governor
Division of Corporations & Trademarks*

CERTIFICATE OF GOOD STANDING

To Whom These Presents Shall Come:

I, the undersigned Lieutenant Governor the United States Virgin Islands, do hereby certify that **FALKEN USVI, LLC** has filed in the Office of the Lieutenant Governor the requisite annual reports and statements as required by the Virgin Islands Code, and the Rules and Regulations of this Office. In addition, the aforementioned entity has paid all applicable taxes and fees to date, and has a legal existence not having been cancelled or dissolved as far as the records of my office show.

Wherefore, the aforementioned entity is duly formed under the laws of the Virgin Islands of the United States, is duly authorized to transact business, and, is hereby declared to be in good standing as witnessed by my seal below. This certificate is valid through June 30th, 2026.

Entity Type: Domestic Limited Liability Company

Entity Status: In Good Standing

Registration Date: 10/13/2017

Jurisdiction: United States Virgin Islands, United States

Witness my hand and the seal of the Government of the United States Virgin Islands, on this 9th day of July, 2025.



A handwritten signature in blue ink, reading "Tregenza A. Roach".

Tregenza A. Roach
Lieutenant Governor
United States Virgin Islands



GOVERNMENT OF THE UNITED STATES VIRGIN ISLANDS

Date: JANUARY 28, 2025

Office of the Custodian, Workers' Compensation Trust Fund

Department of Labor

Certificate of Workers' Compensation Insurance Coverage

I certify that the employer FALKEN USVI LLC

has filed with the Custodian of the Workers' Compensation Trust Fund, the Employers Report to the Commissioner of Labor and paid the required premium in accordance with the provision of Title 24 Chapter 11, Section 273, of the Virgin Islands Code, and Accordingly is entitled to the rights and benefits of the insurance coverage established by law. The risk of this employer is covered by policy PSTT028792025-01 *for the period from* JANUARY 01, 2025 *to* DECEMBER 31, 2025.

NAME & ADDRESS OF EMPLOYER

FALKEN USVI LLC
6115 ESTATE SMITH BAY SUITE 330
ST. THOMAS VI 00802


Commissioner of Labor



*Government of the U.S. Virgin Islands
Virgin Islands Police Department*

Know All Men By These Presents:

*THAT, pursuant to the provisions of Title Twenty-Three, Chapter Seventeen
of the Virgin Islands Code and amendments thereto*

FALKEN USVI, LLC
(PROVISIONAL LICENSE)
has been licensed to transact business as a

PRIVATE INVESTIGATIVE AGENCY

At

6115 Estate Smith Bay, St. Thomas, VI 00802

*for the term of one year from date hereof, to be represented, as principal,
by the qualified member named below:*

ROBERT ORD

License No: 303

Expires: April 30th, 2026,

*In Witness Whereof,
V.I. Police Department has
caused these presents to be
signed this 29th day of
April 2025.*


MARIO M. BROOKS
Police Commissioner



Government of the U.S. Virgin Islands
Virgin Islands Police Department

Know All Men By These Presents:

*THAT, pursuant to the provisions of Title Twenty-Three, Chapter Seventeen
of the Virgin Islands Code and amendments thereto*

FALKEN USVI, LLC
{PROVISIONAL LICENSE}
has been licensed to transact business as a

WATCHMAN, GUARD AND PATROL AGENCY

At

6115 Estate Smith Bay, St. Thomas, VI 00802

*for the term of one year from date hereof, to be represented, as principal,
by the qualified member named below:*

ROBERT ORD

License No: 245

Expires: April 30th 2026



*In Witness Whereof,
V.I. Police Department has
caused these presents to be
signed this 27th day of
April 2026.*


MARIO M. BROOKS
Police Commissioner



*Government of the U.S. Virgin Islands
Virgin Islands Police Department*

Know All Men By These Presents:

*THAT, pursuant to the provisions of Title Twenty-Three, Chapter Seventeen
of the Virgin Islands Code and amendments thereto*

**FALKEN USVI, LLC
(PROVISIONAL LICENSE)**

has been licensed to transact business as a

**WATCHMAN, GUARD AND PATROL AGENCY
BRANCH**

At

131 Welcome, Christiansted, VI 00820

*for the term of one year from date hereof, to be represented, as principal,
by the qualified member named below:*

ROBERT ORD

License No: 245 (a)

Expires: April 30th 2026

*In Witness Whereof,
V.I. Police Department has
caused these presents to be
signed this 29th day of
April 2025.*


MARIO M. BROOKS
Police Commissioner



Government of the U.S. Virgin Islands
Virgin Islands Police Department

Know All Men By These Presents:

*THAT, pursuant to the provisions of Title Twenty-Three, Chapter Seventeen
of the Virgin Islands Code and amendments thereto*

**FALKEN USVI, LLC
(PROVISIONAL LICENSE)**

has been licensed to transact business as a

**PRIVATE INVESTIGATIVE AGENCY
BRANCH**

At

131 Welcome, Christiansted, VI 00820

*for the term of one year from date hereof, to be represented, as principal,
by the qualified member named below:*

ROBERT ORD

License No: 303 (a)

Expires: April 30th 2026

*In Witness Whereof,
V.I. Police Department has
caused these presents to be
signed this 29th day of
April 2025.*


MARIO M. BROOKS
Police Commissioner



**ARTICLES OF ORGANIZATION
OF
FALKEN USVI, LLC.**

I, the undersigned natural person of the age of eighteen years or more, acting as organizer of a limited liability company under the Uniform Limited Liability Company Act, Chapter 15, Title 13, Virgin Islands Code ("Uniform Limited Liability Company Act"), do hereby adopt the following Articles of Organization for such limited liability company:

**ARTICLE ONE
NAME, ADDRESS AND PRINCIPAL OFFICE**

Name

1. The name of the limited liability company shall be **Falken USVI, LLC** (the "Company").

Address

2. The physical address of the Company is Royal Palms Professional Building, 62-3A & 62-3B Estate Thomas, Suite 101, St. Thomas, Virgin Islands 00802. The mailing address of the Company is Royal Palms Professional Building, 9053 Estate Thomas, Suite 101, St. Thomas, Virgin Islands 00802.

Principal Office

3. The principal office and permanent address for the transaction of business of the Company shall be the addresses stated in Paragraph 2 of these Articles as the physical and mailing address of the Company.

Resident Agent and Office

4. The physical address of the Company's initial designated office is Royal Palms Professional Building, 62-3A & 62-3B Estate Thomas, Suite 101, St. Thomas, Virgin Islands 00802.

The mailing address of the Company's initial designated office is Royal Palms Professional Building, 9053 Estate Thomas, Suite 101, St. Thomas, Virgin Islands 00802.

The name of its initial resident agent at such address is Business Basics VI, LLC.

The business address of the resident agent and the address of the designated office are identical.

GOVERNMENT OF
THE UNITED STATES VIRGIN ISLANDS
-0-

OFFICE OF THE LIEUTENANT GOVERNOR
DIVISION OF CORPORATION AND TRADEMARKS
5049 Kongens Gade
St. Thomas, Virgin Islands 00802-6487

Received Oct. 13, 2017

ARTICLE TWO
PURPOSE

The purpose for which the Company is organized is to engage in any and all lawful business for which a limited liability company may be organized under the Uniform Limited Liability Company Act and the other laws of the U.S. Virgin Islands.

The foregoing paragraph shall be construed as enumerating both objects and purposes of this Company, and it is hereby expressly provided that the foregoing numeration of specific purposes shall not be held to limit or restrict in any manner the purposes of this Company otherwise permitted by law.

ARTICLE THREE
DURATION AND CONTINUITY

The period of duration of this Company shall be perpetual. No member shall have the power to dissolve the Company by his or her independent act of any kind.

ARTICLE FOUR
ORGANIZER

The name and address of the organizer of this Company is:

Gregory Ferguson

Physical Address: Royal Palms Professional Building, 62-3A
& 62-3B Estate Thomas, Suite 101, St. Thomas, Virgin
Islands 00802

Mailing Address: Royal Palms Professional Building, 9053
Estate Thomas, Suite 101, St. Thomas, Virgin Islands 00802

ARTICLE FIVE
MANAGEMENT

The Company shall be manager managed. The initial name and address of the manager of the company is Falken Industries, LLC, a Virginia Limited Liability Company, 10372 Battleview Parkway, Manassas, Virginia 20109.

ARTICLE SIX
CAPITAL

The Company shall begin business with capital in the amount of One Thousand United States Dollars (US \$1,000.00).

IN WITNESS WHEREOF, the undersigned person has hereunto set his hand as Organizer of the Company this 13th day of October, 2017.



Gregory Ferguson

IN THE TERRITORY OF THE UNITED STATES VIRGIN ISLANDS)
UNITED STATES OF AMERICA)

BEFORE ME, the undersigned authority, on this 13th day of October, 2017, personally appeared Gregory Ferguson, who, being by me first duly sworn, declared that he is the person who signed the foregoing document as the Organizer of the Company and that the statements contained in these Articles of Organization are true.



Notary Public in and for the Territory of the United States Virgin Islands

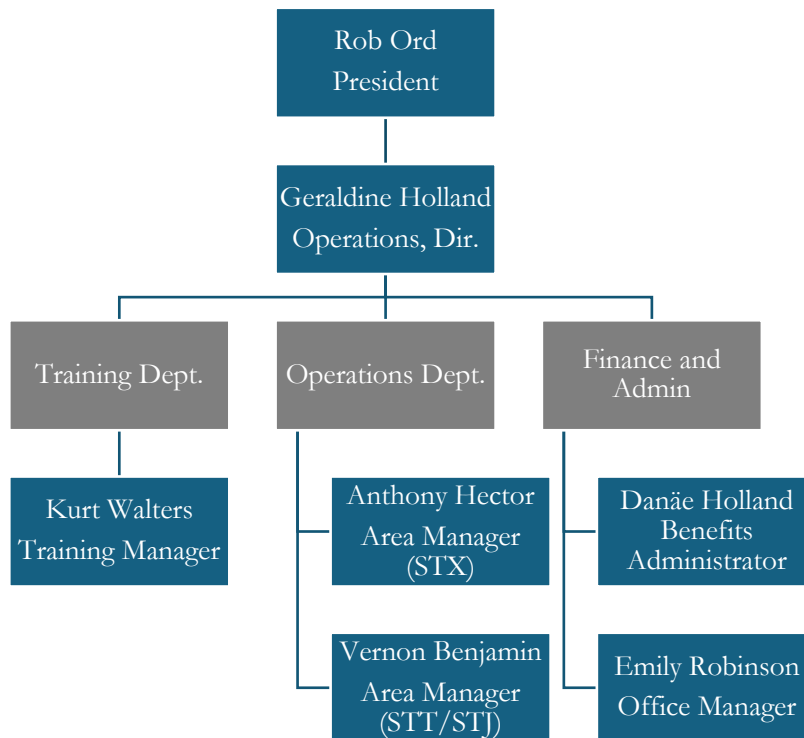
My commission expires:

LESLIE G. DAWSON
Notary Public
St. Thomas, U.S. Virgin Islands
NP-35-17
My Commission Expires May 16, 2021

4. KEY PERSONNEL

4.1 Organizational Chart

In the following figure, we provide our corporate organization chart for our Virgin Islands operations. The organizational chart details each staff member who directly or indirectly supports the WAPA contract, including key personnel.



For the WAPA contract, Falken has designated the Area Managers and Director of Operations as key personnel. These corporate leaders provide day-to-day operational guidance and management to the contract, while coordinating with WAPA staff. In the following subsection, we outline duties and responsibilities for each of the key personnel.

4.2 Staffing and Management Plan

Falken's staffing and management approach is designed to deliver reliable, high-quality security services across all WAPA facilities while meeting the Territory's operational, regulatory, and community-based priorities. Our plan ensures full coverage of armed and unarmed security posts, 24/7 supervision, rapid response capability, and continuous oversight throughout the life of the contract.

Our locally based team—led by our Director of Operations, Ms. Holland, in the USVI—will coordinate closely with the Area Managers for St. Thomas and St. Croix to maintain consistent service delivery and compliance with WAPA's contract requirements. This structure enables us to deploy and scale personnel effectively, provide localized management support, and ensure continuity of operations in any contingency.

This section outlines Falken USVI's supervisory chain of command, guard staffing levels, recruitment and training strategies, quality control processes, and our commitment to meeting WAPA's goals for local hiring.

4.2.1 Recruiting and Staffing Approach

In the following figure, we provide a flowchart that outlines the recruiting and hiring process that will be used during transition and throughout the life of the contract. Our Corporate Office is staffed with HR Recruiters that will support the contract. The HR Recruiters will work in conjunction with the Director and Area Managers. The Director is responsible for initially communicating with the HR Recruiters when there is a need to fill an opening – this notification triggers the recruiting process. Falken's VI office will provide similar support and vetting.

Falken currently has over 70 employees in USVI, and a roster of 186 vetted security officers ready for deployment upon contract award. The process outlined herein was used to identify, recruit, vet, train and onboard all of our current armed and unarmed officers. Falken is therefore confident in our ability to (a) quickly and effectively onboard incumbent staff during transition and (b) maintain a healthy pipeline of qualified personnel to backfill any open posts throughout the life of the contract.

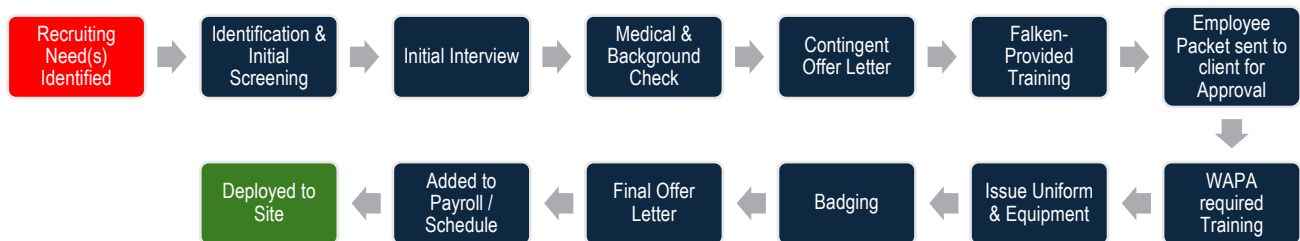


Figure 1 – Recruiting, Screening and Hiring Process

Per the recruiting process depicted in chart above, Falken will submit an employee packet to WAPA for approval. The packet will include, but is not limited to:

1. Individual Qualification Checklist;
2. Applicant Fingerprint Chart;
3. Fair Credit Reporting Disclosure and Authorization;
4. Lautenberg Amendment Statement;
5. First Aid/CPR/AED Certification;
6. Basic Training – completion certification;
7. Firearms & Security Guard License;
8. Driver's License;
9. Nomination Letter;
10. Completed Application for Employment;
11. Physical Examination Report; and
12. Job Designation Letter.

Qualifications: To be eligible to perform duties under this contract, all security officers will meet the following general qualifications:

- Be a United States or USVI citizen eligible to work as a security officer.
- Have verifiable documentation of one experience and one education level listed below:
 - Experience
 - A minimum of two (2) years of security (armed) or one (1) year of law enforcement experience in a full-duty status with a full service police department in a municipality, state, or federal law enforcement department within the US, and have resigned or retired in good standing; or
 - A minimum of two (2) years of honorable service as a member of any US Armed Forces (Army, Air Force, Navy, Marines, Coast Guard) component; or
 - Education
 - Received, at minimum, either a high school diploma or General Equivalency Diploma (GED) from an accredited institution of higher learning, or as identified on DD Form 214.
- Fluently speak, read, comprehend English, and be able to compose written reports in English.
- Legally authorized to carry a firearm while on duty.
- Must be 21 years of age.
- No person shall be employed by Falken if they
 - have been convicted of any crime, wherever occurring, which is a felony in the Virgin Islands or any crime, wherever occurring, which involves moral turpitude;
 - have had a license denied, suspended or revoked under this chapter; or
 - have not had at least forty hours of instruction in the use, maintenance and care of firearms which, in the opinion of the Commissioner, enables such person to competently use, maintain and care for firearms.

4.2.2 Supervisor Duties and Responsibilities

Area Managers: The Area Managers are responsible for the direct supervision and support of all security operations at WAPA facilities within their assigned regions (St. Thomas or St. Croix). Working under the direction of the Director of Operations, the Area Managers ensure that guard personnel, reporting, and site-specific requirements are fully executed in accordance with WAPA's scope of work and performance expectations. Key duties and responsibilities include:

1. Site Operations & Guard Supervision
 - a. Monitor shift coverage and attendance to ensure uninterrupted security operations across all assigned WAPA posts.
 - b. Conduct random inspections of posts to verify compliance with uniform standards, guard conduct, and Post Order knowledge.
 - c. Assist in the scheduling and deployment of relief personnel as needed for coverage or emergency support.
 - d. Ensure security vehicles are properly maintained, registered, insured, and visibly marked per IFB requirements.
2. Documentation & Patrol Verification

- a. Review and submit area-specific Daily Activity Reports, Visitor Logs, and Maintenance Tracking Reports to the Security Supervisor.
- b. Maintain a record of perimeter checks, post rotations, and security-related incidents, ensuring all logs are complete and audit-ready.
- c. Monitor compliance with the Guard Tour System and ensure all patrols are electronically logged and verified.
3. Training & Compliance
 - a. Validate that all guards under area supervision possess required certifications, firearm credentials (for armed guards), and VIPD licenses.
 - b. Provide supplemental training, coaching, and performance feedback to guards to reinforce WAPA's SOPs and escalation protocols.
 - c. Ensure each guard is briefed on any updates to Post Orders, client directives, or WAPA facility procedures.
4. Incident Response
 - a. Act as the first responder and escalation point for security incidents within the assigned area.
 - b. Coordinate with local law enforcement and WAPA Enforcement Officers during emergencies or significant security events.
 - c. Ensure that all incident reports are filed accurately and submitted within 24 hours to the Security Supervisor and WAPA.
5. Stakeholder Liaison and Site Support
 - a. Serve as the local point of contact for WAPA shift leads and facilities staff during routine operations or emergencies.
 - b. Attend any scheduled site walk-throughs, inspections, or meetings with WAPA representatives.
 - c. Identify operational issues, infrastructure concerns (e.g., lighting, fencing), or safety risks and escalate them promptly for resolution.

Director of Operations: USVI provides executive-level oversight of Falken USVI's performance under the WAPA Security Guard Services contract. Our Director, Ms. Geraldine Holland ensures compliance with all contract requirements, resource planning, quality assurance, and client relationship management across the Territory. The Director serves as the strategic lead for operational readiness and risk mitigation, supporting Area Managers in achieving consistent and professional delivery of armed and unarmed guard services at WAPA facilities. Key duties and responsibilities include:

1. Strategic Contract Oversight
 - a. Ensure Falken USVI's operational strategy aligns with all requirements outlined in IFB-003-T-2025, including staffing, reporting, equipment readiness, and emergency response.
 - b. Serve as the senior company representative to WAPA leadership and contracting authorities.
 - c. Maintain oversight of the 365-day base contract term and six-month renewal options, including performance reviews, audits, and milestone tracking.
2. Leadership & Organizational Management
 - a. Direct and support the Security Supervisor and Area Managers in implementing site-level operational plans and maintaining shift coverage across all locations.
 - b. Set performance standards and metrics for supervisors, field teams, and support staff to ensure client satisfaction and contract compliance.

- c. Monitor internal communication, escalation processes, and interdepartmental coordination to streamline operations.
- 3. Compliance & Risk Management
 - a. Ensure compliance with all federal, territorial, and contractual obligations, including:
 - b. Armed officer licensing and firearm policy enforcement
 - c. Ensure that Falken USVI maintains valid VIPD Watchman, Guard & Patrol Agency Licenses, insurance, and reporting certifications.
- 4. Client Relationship & Communication
 - a. Act as the lead point of contact for WAPA's Executive Director, Procurement Office, and Enforcement Department on all contractual matters.
 - b. Respond to inquiries, resolve complaints, and oversee implementation of client feedback or corrective actions.
 - c. Lead or delegate attendance at scheduled site walkthroughs, inspections, and official contract reviews.
- 5. Resource Allocation & Financial Oversight
 - a. Approve procurement of uniforms, communication devices, patrol vehicles, and other resources in line with WAPA scope of work.
 - b. Monitor labor allocation, overtime usage, and cost controls to ensure adherence to the pricing schedule (Enclosure F).
 - c. Review and approve monthly reports and invoices prior to submission to the client.
- 6. Business Continuity & Crisis Response
 - a. Oversee Falken's ability to respond to staffing shortages, facility emergencies, or public safety incidents with minimal disruption to WAPA operations.
 - b. Support the design and implementation of disaster recovery, severe weather response, and facility lockdown protocols.
 - c. Maintain contact with local law enforcement, emergency management officials, and regulatory bodies to ensure aligned responses to critical incidents.

4.2.3 Drug and Alcohol Policy

Falken enforces a strict Drug and Alcohol Policy that fully complies with the Virgin Islands Water and Power Authority's standards, including those outlined in the Authority's April 26, 2016 Drug, Alcohol, and Unauthorized Substance Policy. Our policy is designed to ensure a safe, secure, and professional work environment across all assigned posts.

All employees receive a copy of the Drug and Alcohol Policy during onboarding and are required to review its contents in detail. As a condition of employment, each employee must sign an acknowledgment form stating they have read, understood, and will comply with the policy. This signed documentation is maintained in the employee's personnel file.

Our policy includes provisions for reasonable suspicion and post-accident drug and alcohol testing and prohibits the use, possession, or influence of any unauthorized substances on duty or at any WAPA facility.

A copy of our current Drug and Alcohol Policy, as included in the Employee Handbook, is attached for your review – please see next page:



- Interfering with, obstruction of, or otherwise hindering the production or work performance of another employee.
- Engaging in horseplay, running, scuffling, or throwing objects on Company property.
- Assisting any person to gain unauthorized entrance to or exit from any portion of the company's premises
- Leaving work area without permission, wasting time, loitering, or sleeping during working hours

Again, the above list is not exhaustive, merely illustrative.

DISCIPLINE

Disciplinary action may be taken by management in cases of violations of the policies set forth in this manual, or for any instance of conduct deemed inappropriate by management. Depending upon the circumstances, disciplinary action may take any or all of the following forms, even on a first infraction:

- Oral or written reprimand
- Suspension with pay
- Suspension with or without pay, pending investigation
- Termination of employment

Except as may be otherwise required by an expressed contract, any or all of these steps can be omitted, as the Company deems appropriate, in its sole discretion.

Good common sense and judgment on your part will make disciplinary action unnecessary. Should you be in doubt, consult this Handbook, the Company's policies, or Human Resources.

SMOKING POLICY

It is the policy of the Company to prohibit smoking on all Company premises in order to provide and maintain a safe and healthy work environment for all employees.

The Company prohibits and will not tolerate smoking in the workplace, including all indoor facilities, offices, lunchrooms, breakrooms, bathrooms]and Company vehicles. Smoking is also prohibited on the Company' outdoor property except for designated areas. This policy applies to all employees, vendors, customers, clients, and visitors.

For purposes of this policy, smoking includes lighting, smoking or carrying a lighted cigarette, cigar, or pipe and the use of any electronic smoking device. This list is illustrative only and not exhaustive.



DRUG AND ALCOHOL-FREE WORKPLACE

To provide employees a safe, healthy and productive workplace, the Company's policy prohibits employees from the use, sale, possession, or being under the influence of illegal drugs, including marijuana, or inappropriate or excessive use of alcohol while conducting business for the Company, whether or not consumed during working hours or whether or not consumed on the Company's premises. Furthermore, the use of prescription drugs and/or over-the-counter drugs may also affect an employee's job performance and ability to make sound business decisions. Driving a vehicle on Company time while under the influence is strictly prohibited.

In addition, the use or possession of these substances constitutes a potential danger to the welfare and safety of other employees and exposes the Company to risks of property loss, damage or injury to other people. The Company reserves the right, in certain circumstances, to test for the presence of illegal or controlled substances when reasonable suspicion exists.

WORK RULES

The Company strictly prohibits the use, sale, solicitation, purchase, possession or transfer of alcohol or unlawful drugs as classified under local, state, or federal laws on any of the Company's premises, work sites, and parking lots, wherever located. The Company also strictly prohibits any employee under the influence of drugs (unless medically prescribed) or alcohol from reporting to work, wherever such work is being performed, including off the Company's property. This prohibition includes the operation of any Company vehicle while used in furtherance of the Company work at any time.

It is a violation of the Company's policy to engage in (1) any use, sale, solicitation, purchase, possession, or transfer of drugs or alcohol, in any amount, while on the Company premises, work sites, or parking lots, in the Company's vehicles or other property, or performing the Company business anywhere; (2) any improper or unauthorized use, sale, solicitation, purchase, possession or transfer of any over-the-counter or prescription drug while on the Company premises, work sites, or parking lots, in the Company vehicles or other property, or while performing the Company business anywhere; and (3) any use, sale, solicitation, purchase, possession or transfer of drugs or alcohol in any manner which is detrimental to the interests of the Company.

WHERE THIS POLICY APPLIES

Except as otherwise noted, this policy applies to all the Company property and premises, including private vehicles or other property on the Company premises or work sites operated or used by the Company.



ALCOHOL AND DRUG TESTING

PRE-EMPLOYMENT TESTING

All job applicants are subject to drug and alcohol testing. All offers of employment with the Company are conditioned on the applicant submitting to and successfully completing and passing a drug and alcohol test in accordance with the testing procedures described in this policy.

TESTING BASED ON REASONABLE SUSPICION

Employees may be asked to submit to a drug and alcohol test if an employee's supervisor or other person in authority has reasonable suspicion, based on objective factors such as the employee's appearance, speech, behavior or other conduct and facts, that the employee possesses or is under the influence of unlawful drugs or alcohol, or both. Employees who take over-the-counter medication or other lawful medication that can be legally prescribed under both federal and state law to treat a disability should inform your supervisor if they believe the medication will impair their job performance, safety or the safety of others or if they believe they need a reasonable accommodation before reporting to work while under the influence of that medication. For more information on how to request a reasonable accommodation, please refer to the Company's Disability Accommodations Policy.

PERIODIC/RANDOM TESTING

Employees in safety or security-sensitive positions are subject to drug and alcohol testing on a random or annual basis.

TESTING PROCEDURES

All drug and alcohol testing under this policy will be conducted in accordance with applicable state law. The Company will pay for the full cost of the initial screening test and the confirmatory test. Employees will be compensated at their regular rate of pay for time spent submitting to a drug and alcohol test required by the Company.

CONFIDENTIALITY

All records relating to an employee's or applicant's drug and alcohol test results will be kept confidential and maintained separately from the individual's personnel file.

CONSEQUENCES OF A POSITIVE TEST

Employees who test positive will be subject to discipline. Job applicants who test positive will have their conditional job offers withdrawn.

CONSEQUENCES FOR REFUSING TO SUBMIT TO TESTING OR FAILING TO COMPLETE THE TEST

Employees who refuse to submit to testing as required by the Company or who fail to complete the test will be subject to discipline. Job applicants who refuse to submit to drug and alcohol testing will be deemed to have withdrawn themselves from the application process and will no longer be considered for employment.

4.3 Qualifications

Falken USVI is fully qualified to perform the scope of services outlined in this IFB and meets or exceeds each of the professional qualification requirements established by WAPA. Falken has the experience, financial capability, and operational readiness to successfully manage the proposed contract.

While our parent company has operated for over 20 years, Falken USVI was established in October 2017 and has continuously operated for over seven years, delivering armed and unarmed security services across the U.S. Virgin Islands. As a locally licensed and insured professional services firm, we hold active Watchman, Guard & Patrol Agency licenses (#245 and #245a) and maintain all required business registrations in good standing with the U.S. Virgin Islands government.

Falken USVI maintains general liability and property damage insurance coverage in excess of \$1,000,000.00 per occurrence, as required. Proof of coverage is provided in Section 2. Enclosures and Corporate Documents. Additional insurance endorsements naming WAPA as an additional insured will be issued in accordance with contract terms.

We bring substantial experience providing full-service security operations for government entities, both within the Virgin Islands and in other municipal and federal jurisdictions. Our portfolio includes contracts supporting the Federal Emergency Management Agency (FEMA), Department of State, and Government of the Virgin Islands, where we have deployed armed personnel, managed security infrastructure, and implemented 24/7 operational models in high-risk and post-disaster environments. We have included examples of our performance in Section 5. Past Project Experience.

Falken's strength lies in our ability to integrate local talent, advanced technology, and experienced leadership into every project we manage. Our corporate structure includes dedicated Area Managers for each island and a Director of Operations who resides locally and maintains executive-level engagement. This layered approach ensures continuous responsiveness, operational continuity, and adherence to evolving client needs.

We have demonstrated repeated success in evaluating and improving service-oriented operations, including implementing corrective action plans, updating post orders, and deploying patrol management systems that improve reporting accuracy and guard accountability. Our Quality Assurance and Compliance framework ensures that performance standards are met or exceeded across all assignments.

At the time of this submission, Falken USVI confirms that we are not involved in any pending litigation, bankruptcy proceedings, or environmental claims. There have been no judgments entered against our company in the last five (5) years.

This record of reliability, financial strength, and proven performance reflects our readiness and commitment to supporting WAPA's mission through the professional delivery of territory-wide security services.

4.3.1 Key Personnel Resumes & Qualifications

The following resumes highlight the professional qualifications, experience, and certifications of Falken USVI's leadership team assigned to the WAPA contract. This includes our Director of Operations, Ms. Holland, and Area Managers for St. Thomas and St. Croix, Mr. Benjamin and Mr. Hector. Each individual brings extensive background in security operations, team leadership, and contract compliance, and has demonstrated the ability to manage high-profile, government-related security programs. Their combined expertise ensures Falken USVI's capability to fulfill the staffing, operational, and reporting requirements outlined in this IFB.

[See next page for resumes]

Geraldine T. Magras Holland

P.O. Box 303588 St. Thomas, US Virgin Islands 00803-3588

Email: gerimagrasholland@gmail.com

Cell: 340.626.8061

SUMMARY

Motivated, responsible, dependable and personable business minded professional with the ability to plan and organize day-to-day office activities ensuring smooth operation; talent for quickly mastering of new technology; diplomatic and tactful with internal personnel, professionals (at all levels); accustomed to handling sensitive, confidential documents; scheduling of meetings and travel arrangements; and a demonstrated history of strong analytical skills and strong knowledge of computer fundamentals.

SKILLS

- | | |
|--------------------------|-----------------------------|
| ➤ Project Management | ➤ Scheduling |
| ➤ Written Correspondence | ➤ Accounting/Bookkeeping |
| ➤ General Office Skills | ➤ Front-Office Operations |
| ➤ Computer Savvy | ➤ Planning and Organization |
| ➤ Customer Service | ➤ Travel Coordination |

PROFESSIONAL EXPERIENCE

FALKEN USVI, LLC, 6115 Estate Smith Bay, Suite 330 St. Thomas, USVI

04/18 - PRESENT

HRAND BUSINESS ADMINISTRATIVE DIRECTOR

- Responsible for all staff in the US Virgin Islands and Puerto.
- Reporting directly to the Chief Executive Officer and President /CEO.
- Various tasks and projects as assigned in addition to the HR and Business Administrative Director and Office Manager duties and responsibilities.
- Manage all aspects of day-to-day operations.
- Maintain confidentiality in all aspects of work.
- Draft professional correspondence.
- Contact with the general public, government officials, clients, and in-house personnel.
- Preparation of confidential/sensitive documents.
- Human Resources – all aspects for HR to include coordination/processing of new personnel.
- Assist with Payroll and timesheet approvals and issues.
- Accounting, record keeping, bookkeeping, writing checks, maintain employee files and account for all equipment (upkeep of expense log, check register, tax filings, etc.).
- Numerous other tasks and projects as assigned.
- Maintain confidentiality in all aspects of work.
- Oversight of all Inventory in the USVI.
- Coordination of FPS Academy locally.
- Purchase/distribution of Office Supplies.

OFFICE MANAGER

- Provide secretarial, clerical, administrative support in an effective and efficient manner.
- Draft professional correspondence.
- Contact with general public, government officials and in-house personnel.
- Receive, direct and relay telephone, email messages.
- Preparation of confidential/sensitive documents in final form.
- Assist with Human Resources and Payroll on an as needed basis.

- Accounting, Record keeping, writing checks.
- Various projects as assigned.
- Maintain confidentiality in all aspects of work.

INDEPENDENT CONTRACTOR

08/17 – 04/18

Worked as a temporary contractor for various temp agencies at several companies in the state of Florida (Tampa area).

GOVERNMENT OF THE USVI – VI Police Department, St. Thomas, USVI

07/07 – 05/17

EXECUTIVE ASSISTANT TO THE POLICE COMMISSIONER

- Provide secretarial, clerical, administrative support in an effective and efficient manner.
- Draft professional correspondence for Commissioner's signature.
- Contact with general public, government officials and in-house personnel.
- Receive, direct and relay telephone, fax and email messages and overall mail distribution.
- Review incoming documents, route accordingly.
- Preparation of confidential/sensitive documents in final form.
- Scheduling of appointments, meetings, hearings and coordination of all travel arrangements for Commissioner.
- Preparation of time sheets, memos, directives, and various other projects as assigned by Commissioner.
- Maintain and manage Commissioner's agenda.
- Maintain confidentiality in all aspects of work.

AMERICAS MANAGEMENT SERVICE, St. Thomas, USVI

05/05 – 07/07

OFFICE MANAGER

- Oversee accounts payable department.
- Maintain personnel files for all locations (Guam, Saipan, Virgin Islands, Aruba).
- Place/track/coordinate purchases of merchandise and shipments to/for stores.
- Calculation of freight factor for pricing for all retail locations.
- Inventory control, accounting of units and scheduling payment of inventory invoices for all locations.
- Daily contact with vendors, shipping companies, employees as well as Pacific and Regional Office staff members.

SMOCK & MOOREHEAD f/k/a SMOCK LAW OFFICES, St. Thomas, USVI

04/02 – 05/05

OFFICE ADMINISTRATOR

- Manage all aspects of day-to-day operations and personnel management.
- All aspects of accounts payable and accounts receivable, including payroll.
- Tax calculations and filing of gross receipts.
- Coordination of staff to ensure proper coverage in all areas.

LEGAL ASSISTANT/SECRETARY

- Provide coverage to senior partner with all aspects of commercial, litigation, court appointed and family matters.
- Maintain confidentiality in all aspects of work.
- Preparation of documents for filing with the courts.
- Scheduling, calendaring and coordination of all appointments and travel.
- Correspond with clients, court personnel and other firm personnel.

- Delegation of assignments and general office duties including transcribing, research and preparation of own correspondence.

DUDLEY, TOPPER & FEUERZEIG, LLP, St. Thomas, USVI

07/95 – 04/02

LEGAL ASSISTANT/SECRETARY

- Assist two attorneys daily, in banking litigation and court appointed matters.
- Ensure client confidentiality.
- Filing various documents with the courts.
- Scheduling, calendaring, organization of files, contacting and locating clients.
- Providing case status updates to client on a weekly basis.

ACCOUNTING ASSISTANT

- Invoice processing (enter invoices in ledger, balancing ledgers, print and stuff envelopes).
- Enter data, maintain copy log, employee telephone log; collection cataloging filing of timeslips and daily coded costs, expense vouchers and check requests monthly.
- Case memo management (prepare/maintain log of new cases), prepare conflict searches and preparation of initial files.
- Management of petty cash, newspaper account and client/matter directories.
- Transfer and set up of new files and folders on a yearly basis.

EDUCATION

High School Diploma, Sts. Peter and Paul High School, St. Thomas, US Virgin Islands	1986
Puerto Rico Beauty, Barber and Cosmetology College, Bayamon, Puerto Rico	1987
College of the Virgin Islands (University of the Virgin Islands), St. Thomas, US Virgin Islands	1985/86

Certifications for various courses over the years

**References available upon request.*

VERNON BENJAMIN

P O Box 11691, St Thomas, VI 00801 ♦ 340 643 6874 ♦ bigvee007@yahoo.com

PROFESSIONAL SUMMARY

Armed Security Officer with strong background in management, supervision, training and customer service.

SKILLS

- Skilled in conflict resolution
- Strong verbal communication
- Observant
- Operations Management
- Background in supervision and management
- First Aid and CPR Certified
- Team leadership
- Dependable

WORK HISTORY

Armed Security Officer, 10/2017 to Current

Falken USVI – St Thomas, VI

- Maintained surveillance of building and identified all officials and employees before authorizing entrance.
- Monitored alarm systems to detect any unauthorized entries into protected areas
- Patrolled commercial property and the associated parking area.
- Noted and followed up on any unusual behavior.
- Processed and logged accurate and detailed incident reports.
- Prevented crimes by immediately reporting all unusual, unauthorized and illegal activity on the premises.
- Responded quickly and effectively to all security violations and duress alarms.
- Verified each individual's right to enter restricted areas and denied access to unauthorized persons.

Assistant Director Of Marine Operations/Ferry Captain, 10/2007 to 10/2017

Caneel Bay Resort – St John, VI

- Supported Director of Marine Operations with daily operational functions of fuel dock and resort ferry
- Recruited, interviewed and hired individuals who would bring passion and dedication to the positions at hand.
- Handled scheduling to ensure proper staffing for daily ferry operation
- Resolved all issues professionally and in a timely manner.
- Supervised 17 employees to ensure efficient daily operation of the Marine Department
- Addressed problems with customers and resort guests to promote quick and successful resolution.

- Monitored cash intake and deposit records to increase accuracy and reduce discrepancies.
- Greeted and welcomed all resort guests and employees with a smile.
- Transported resort guests and employees to and from the property via ferry

Bouncer, 03/1996 to 03/1997

Coming Attractions Night Club – St Thomas, VI

- Used metal detectors or performed pat-downs and bag searches.
- Patrolled exterior and interior of premises.
- Called police to report criminal acts.
- Ejected unruly patrons from premises.
- Responded to calls in both routine and emergency situations.
- Prevented crimes by immediately reporting all unusual, unauthorized and illegal activity on the premises.
- Prevented crimes through careful observation and investigation of suspicious and unusual behavior.
- Maintained surveillance of building and identified all officials and employees before authorizing entrance.

EDUCATION

GED: 1986

Delaware Valley Job Corps Center - Callicoon, NY

CERTIFICATIONS

- Certificate of Completion - System Security Awareness for Passenger Vessel Employees (2004)
- Certificate of Completion - Security Officer: Vessel, Company and Facility (2009)
- Certificate of Completion - Crowd Management (2010)
- Certificate of Completion - Crisis Management and Human Behavior (2010)
- Basic Safety Training/STCW for Vessels Not More Than 199 Gross Tons
- Current Transportation Workers Identification Credentials (TWIC) Card
- Certificate of Completion - Freeman Group Manager's Training Course
- Certified in First Aid and CPR (2018)
- Certificate of Completion PPCI/Monadnock-Safariland Baton (w/ Defensive Tactics) (2018)
- US Merchant Marine Officer Credentials

Anthony E. Hector

P.O. BOX 8301 • CHRISTIANSTED, V.I. 00823. • Phone: 340-514-1923 • anthonyhector69@gmail.com

Knowledge and methods of police procedures, including patrol, crime prevention, traffic control, criminal investigation.

Education & Professional Training

7/2009 – 9/2013 - Kaplan University
Bachelor of Science in Criminal Justice
With a Concentration in Homeland Security

Special Training and Awards

Homicide Investigation Criminal Intelligence Analysis Interview & Interrogation Clandestine Laboratory Investigation II Basic Leadership Skills for First Line Supervisors Domestic Drug Interdiction Emergency Response to Terrorism: Awareness Firearms, Baton, and OC Spray Qualification Award for Officer of the Year Exceptional Service Award Combat Cross Award Educational Achievement Award Awards for Officer of the Month Kaplan University President's List Award Kaplan University Dean's List Award

Professional Experience

Falken USVI

11/21/2017- Present - Island Manager - STX

- Review and Sign Post Orders
- Supervise Post Security Officers
- Oversee Daily Operations on St. Croix
- Conduct Daily Inspections of Falken USVI Sites on St. Croix

Virgin Islands Police Department

2/1/2017 – 01/2018- Part Time Cold Case Agent

- Review Cold Cases
- Locate and Interview witness to criminal acts, suspects, victims, informants, and others in order to obtain relevant information.
- Prepare Affidavit - Obtain and execute search and arrest warrants

Virgin Islands Police Department
1/31/2017 – Retired – Police Sergeant

Virgin Islands Police Department
6/2012 - 1/2017 - Court Liaison

- Review all paperwork prior to documents being turned over to Attorney General and Judge for Probable Cause Hearings.
- Responsible for all communication (written and verbal) between the Police Department, the Attorney General's Office, and the Court.
- Ensure that police personnel are prepared to testify or present evidence in court.
- Serve Subpoenas to Offices and Witnesses for court trial.
- Keep the Police Department up to date on relevant court proceedings.

8/2008 – 6/2012 – Detective Sergeant

- Considerable knowledge of the Virgin Islands Laws, enforcement and procedure.
- Knowledge of department rules, regulations, and policies related to work.
- Immense ability to use the senses and reasoning to gather information under difficult circumstances.
- Supervise, guide, and motivate fellow police officers.
- Ability to lead and oversee the work of other Police Officers.
- Profound ability to provide guidance and motivational support to subordinates in achieving objectives.
- The ability to maintain composure during stressful situation.
- Considerable ability to remember a large quantity of written and non-written information.

Police Detective
8/2002 – 8/2008

- Develop sources of information; locate and interview confidential informants.
- Visit locations frequented by criminals to determine criminal habits, associates, aliases, and other relevant information.
- Appear in court to give testimony pertaining to the facts and evidence of cases being prosecuted.
- Prepare Affidavit - Obtain and execute search and arrest warrants
- Prepare and maintain complete records of the history of each case being investigated.
- Conduct complex criminal investigation to prevent crimes and solve criminal cases.

5. TECHNICAL PROPOSAL

5.1 Approach and Methodology

Falken will provide security guard to WAPA in accordance with the Statement of Work. No officer works more than 12 hours in a 24-hour period and must rest before standing post again. All officers are required to maintain incident reports, timesheets and daily post logs.

The officers report directly to the Area Managers on their respective islands and are responsible for daily reporting and deliverables. The Area Managers conduct QC checks, including uniform and equipment inspections and random checks. The Area Managers the primary point of contact for the WAPA contracting officer.

5.1.1 Emergency Response

In case of emergencies, Falken has included Flex Officers as part of its staffing model. The Flex Officers are primarily used to provide coverage in case of call-offs, sick leave, training, annual leave or other emergencies when additional security is required. The Flex Officers are fully trained at the same level or higher than the Fixed and Roving officers.

When a Flex Officer is required to provide additional security at the site, the Area Managers works with WAPA officials to deploy the Flex Officer. Falken will only utilize the Flex Officer to cover post requirements when written notification is provided by WAPA. The hours will be included as part of the following invoicing period.

5.1.2 Communication Procedures

Falken maintains a clear and responsive communication structure to ensure seamless coordination with WAPA throughout the life of the contract. Each Area Manager serves as the primary point of contact for their respective island—St. Thomas or St. Croix—and is available to WAPA representatives 24 hours a day, 7 days a week, 365 days a year via phone and email for any operational updates, incident response, or urgent requests.

In the event that an Area Manager is temporarily unavailable, the Director of Operations, Ms. Holland, will serve as the designated secondary point of contact and is likewise accessible on a 24/7/365 basis. This layered communication structure ensures uninterrupted support and accountability across all sites.

Upon contract award, Falken USVI will provide WAPA with a complete contact directory including direct cell phone numbers, email addresses, and escalation protocols for the Area Managers and the Director of Operations. Updates to contact details will be communicated immediately to maintain accurate and reliable access at all times.

Table 1 - Call Tree

Escalation Level	Role	Phone	Email	Availability
Primary	Vernon Benjamin Area Manager, St. Thomas	(340) 725-5480	Vernon.Benjamin@falken.world	24/7/365

Primary	Anthony Hector Area Manager, St. Croix	(340) 725-5465	anthony.hector@falkenworld.com	24/7/365
Secondary	Geraldine Holland Director of Operations	(340) 725-5465	geri@falken.us	24/7/365
Tertiary (if needed)	Frank Sellers Falken Industries, Sr. Operations Manager	(571) 469-0805	Frank.Sellers@falkenworld.com	Backup

5.2 Training Program

Kurt Walters is our Training Manager, overseeing all armed and unarmed guard training throughout USVI. All security personnel assigned to WAPA facilities will complete a standardized training curriculum developed by the Falken USVI Training Department. Training is tailored by role (armed/unarmed) and site assignment, and incorporates:

- WAPA's General Orders and SOPs
- Site-specific duties (e.g., fixed post, roving, relief)
- Legal and regulatory training based on USVI law
- Annual in-person refresher and firearms requalification for armed guards

5.2.1 Pre-Service Training

Prior to assignment at any WAPA facility, all Falken USVI security personnel—both armed and unarmed—are required to successfully complete a structured Pre-Service Training Program administered by the company's Training Manager, Kurt Walters. This program is designed to ensure each officer is fully prepared to perform their duties in accordance with WAPA's General Orders, site-specific procedures, and all applicable laws of the U.S. Virgin Islands. The curriculum provides foundational knowledge in access control, incident reporting, emergency response, and professional conduct, while armed personnel receive additional instruction in firearms safety, use-of-force policies, and live-fire qualification. Pre-service training serves as a critical component of Falken's commitment to safety, accountability, and operational excellence across all WAPA posts.

Module	Unarmed	Armed
Orientation to WAPA & Falken USVI policies	✓	✓
WAPA General Orders & Post Duties	✓	✓
Customer Service & Professional Conduct	✓	✓
Incident Reporting & Report Writing	✓	✓
Emergency Procedures (Fire, Intrusion, Natural Disasters)	✓	✓
Use of Force Continuum (Falken + WAPA Policy)	✓	✓
TWIC Credential Procedures (where applicable)	✓	✓
Legal Authority and Arrest Powers (USVI Title 23 §1315-1319)	✓	✓
Firearms Safety and Handling (per 23 V.I.C. §470–§479)	✗	✓
Firearm Qualification Course (live fire)	✗	✓
Duty Belt / Holster and Weapon Retention	✗	✓
Rules of Engagement / Deadly Force Scenarios	✗	✓

De-escalation & Conflict Management



5.2.2 Annual Refresher Training

To ensure ongoing compliance, readiness, and professional performance, Falken USVI conducts mandatory annual refresher training for all security personnel assigned to the WAPA contract. This training reinforces core competencies, updates guards on any changes to WAPA procedures or Virgin Islands regulations, and provides critical requalification for armed personnel, including live-fire firearms certification. Annual sessions are delivered in person by Falken's Training Department and are documented in each officer's training record for audit and compliance purposes.

Annual Topic	Unarmed	Armed
Review of WAPA General Orders & Post Orders	✓	✓
Refresher on Incident Protocols	✓	✓
TWIC Renewal / Access Control Review	✓	✓
First Aid / CPR / AED Recertification	✓	✓
Ethics & Harassment Prevention	✓	✓
In-Person Firearms Requalification & Judgment Training	✗	✓
Use of Force Refresher	✓	✓

Armed guards will undergo annual live-fire requalification and scenario-based deadly force training in accordance with USVI Code Title 23 and WAPA Section 2.

5.2.3 Site-Specific Training

In addition to core training, all guards receive detailed site-specific instruction tailored to the unique operational requirements of each WAPA facility. This training ensures personnel are fully prepared to perform post duties, follow access control protocols, and respond appropriately to incidents based on their assigned location. Each guard will be trained on:

- Entry/exit log protocols
- Visitor and vendor screening
- Power plant perimeter patrol techniques
- Use of communication equipment and logbooks
- Vehicle search procedures (as outlined in WAPA Section 21)

Relief supervisors and rovers will receive additional instruction on coverage scheduling, patrol rotation logs, and supervisor check-in logs.

5.2.4 Compliance Documentation

Falken USVI maintains rigorous documentation protocols to ensure full compliance with WAPA contractual requirements, U.S. Virgin Islands law, and industry best practices. Upon completion of pre-service and annual training, each security officer's records—including signed certifications,

training logs, firearms qualifications, and policy acknowledgments—are retained in a secure digital training management system. These records are available for review by WAPA upon request and are regularly audited to verify that all personnel meet the standards outlined in the IB-01-26 contract. By maintaining complete and up-to-date training documentation, Falken ensures transparency, accountability, and readiness across its security workforce. Upon completion:

- Each guard signs WAPA Job Description Certification Form (within 10 days of deployment)
- Firearms certification filed with WAPA within 30 days of contract execution
- Training logs maintained in Falken’s central database and made available to WAPA upon request

5.2.5 USVI Legal Compliance

Falken USVI’s training program is structured to meet all legal requirements established under the Virgin Islands Code, ensuring both organizational and individual compliance. All armed personnel receive firearms instruction and certification in accordance with Title 23, Sections 470 through 479, which govern the possession, use, and licensing of firearms within the territory. This includes mandatory live-fire qualification and ongoing weapons training consistent with the statutory use-of-force framework.

In alignment with Title 27, Section 303b, Falken notifies the Virgin Islands Department of Labor of all security guard openings related to this contract. This ensures transparency in hiring practices and compliance with the mandatory job posting and notification obligations for licensed businesses operating in the territory.

Further, in accordance with Title 24, Section 126, Falken gives employment preference to qualified residents of the Virgin Islands. This preference is incorporated into our recruitment and staffing approach and is strictly observed throughout the life of the contract.

Falken’s training program also reinforces contractor obligations related to drug and alcohol policy awareness and adherence. Pursuant to Section 3.5 of the WAPA IFB, all contractor employees are trained on either Falken’s or WAPA’s approved Drug, Alcohol, and Unauthorized Substance Policy. Evidence of training completion is retained and made available for review.

Collectively, these statutory requirements are embedded within our training framework and operational oversight to ensure full legal compliance and workforce accountability throughout the duration of the WAPA contract.

5.2.6 Supervisor Training

In addition to standard guard requirements, Shift Leads and Rovers must complete Supervisor Training. This 8-hour training program focuses on:

- Incident command & coordination
- Break coverage & post rotation
- Conducting uniform inspections
- Post audits and logbook reviews

- Communication with WAPA Security Manager

5.2.7 Use of Force Policy

Falken USVI maintains a clear and comprehensive Use of Force Policy that aligns with industry best practices and the Virgin Islands Water and Power Authority's requirements under IFB IB-01-26. A copy of this policy is provided in our Training and Employee Manual, which is issued to all officers upon hire and reviewed in full during their initial onboarding and training.

All Falken officers receive in-person instruction on the appropriate application of force, de-escalation techniques, and the use of deadly force, including firearm safety and responsibilities. Armed guards are required to meet strict firearms training and qualification standards, with annual recertification conducted by certified instructors. Documentation of each officer's certification and training record is maintained and available for WAPA's review upon request.

A copy of our current Use of Force Policy is included with this proposal for your review – see the following page:



Falken USVI USE OF FORCE

Effective Date: November 16th, 2018

Revised Date: January 4th, 2021

POLICY:

The Falken USVI places the highest value on the life and safety of its officers and on the safety of the public and its clients. Falken USVI's regulations, policies and procedures are designed to ensure that this value guides officers in their use of force.

Officers are confronted daily with situations requiring the use of force to effect an arrest or protect a client. How much force is used, whether maximum or minimum is dependent upon the facts and circumstances surrounding the situation the officer faces. As armed security officers, it is required that all officers understand that use of force of any kind, especially lethal force and the use of a firearm, is a last resort.

All Officers of Falken USVI shall use only force that is proper, reasonable and necessary on any particular occasion.

Members of Falken USVI may carry only those weapons authorized by Falken USVI and The Virgin Islands Police Department.

No policy or procedure for deadly or less-than-deadly force can possibly cover every situation. Officers of Falken USVI are expected to respond to all emergencies decisively, using the highest level of good judgement, restraint, and professional competence, whatever the level of necessary force.

Before an officer is authorized to carry Falken USVI weapons, he/she will receive instructions on regulations, policies and procedures concerning the use of force. Officers receiving this instruction must satisfactorily show a working knowledge of the subject matter by way of practical and written testing. They shall use only those techniques and skills approved by the U.S. Virgin Islands Police Department. An annual review and testing process will be conducted and documented by certified firearm's instructors according to the approved training policy.

Definitions: For these procedures the following definitions will apply:

DEADLY FORCE: Is that degree of force likely to result in death or serious physical injury. The discharge of a firearm toward a person is an example of the use of deadly force.

LESS LETHAL FORCE: Is the force that is neither likely nor intended to cause serious physical harm or death. This includes the use of approved defensive/physical tactics, approved chemical substances, an Electronic Control Weapon (ECW), less than lethal weaponry, a K-9, and the authorized baton (ASP).

MINIMUM AMOUNT OF FORCE: The minimum amount of force is the least amount of force that is proper, reasonable, and necessary to achieve a lawful objective.

REASONABLE BELIEF: Are known facts and circumstances that would cause an ordinary and prudent person to act or think in a similar way under similar circumstances.

SERIOUS BODILY INJURY: This is a bodily injury that creates a substantial risk of death, causes serious permanent disfigurement, or results in long-term loss or impairment of any body member or organ.

ELECTRONIC CONTROL WEAPON: Weapons designed to disrupt a subject's central nervous system by means of deploying battery powered electrical energy sufficient to cause uncontrolled muscle contractions and override an individual's voluntary motor responses.

PROCEDURES:

1. **AMOUNT AND DEGREE OF FORCE:** The amount of force used shall be no greater than is proper, reasonable, and necessary in a given situation. The amount and degree of force which may be employed will be determined by the facts and the surrounding circumstances, including but not limited to:
 - a. The nature of the offense.
 - b. The behavior of the subject(s).
 - c. Actions by third parties who may be present.
 - d. Physical odds against the officer.
 - e. The feasibility or availability of alternative actions.
2. **CALL FOR ASSISTANCE WHEN POSSIBLE:** An officer acting alone may be required to resort to a much greater degree of force than would be necessary if another officer or officers had been present. Therefore, unless immediate action is required, an officer should call and wait for assistance whenever possible and appropriate.
3. **USE OF FORCE IN ASCENDING ORDER:** The use of force continuum is described below in ascending order from the least severe to the most severe measures. Whenever possible, an officer should exhaust every reasonable means of employing the minimum amount of force before escalating to a more severe level of force, except where the officer reasonably believes that lesser means would not be adequate in a particular situation and the use of force is necessary to accomplish his lawful objective or to protect himself or another from serious physical injury or death. Conversely, officers must never overlook the possibility of force de-escalation when appropriate.
 - a. **LESS LETHAL FORCE:**

1. **Presence/Appearance:** The image that an officer conveys can in many cases influence the outcome of the situation. The officer should be neat and well-groomed. He/she should be mindful of body language, always maintaining the highest level of vigilance.
2. **Verbal Communication:** Effective verbal communication can many times reduce or manage anxious, aggressive, or violent behavior. The appropriate use of verbal persuasion can in some cases prevent and or minimize the need for physical force.
3. **Initial (Light) Physical Tactics:** This application is appropriate when the subject's physical resistance is minor, not hazardous, and can easily controlled. Examples of this are guiding a cooperative subject into a handcuffing position, out of a vehicle, or into another room.
4. **Defensive/Physical tactics:** This is the use of appropriate physical strength or hand control normally required to overcome passive or defensive resistance that is not intended as an act of overt aggression toward the officer when an individual refuses to comply with verbal instructions.
5. **Electronic Control Weapons (TASER):** A less lethal weapon that as a compliance technique, an ECW may be used as a countermeasure designed to counter the subject's enhanced degree of resistance. These tactics could include the Control and Restraint techniques. Using the TASER in a DRIVE STUN mode would be justified as a Compliant Technique. (New July 2009)

A less lethal weapon as a defensive tactic, an ECW may be used as a countermeasure designed to counter the subject's perceived non-lethal assault on the officer or others, regain control, and assure continued compliance. When firing the TASER, it would be considered a Defensive Tactics tool with the goal of stopping the Assaultive (Bodily Harm) Subject. *This may only be used in accordance with department approved training.*

6. **Chemical Substance (Sabre Red OC Spray (ECW Compliant)):** Chemical substances should not be used if resistance is minor and not hazardous, **or if light physical tactics would achieve the same end.** Chemical substances may be used in self-defense or defense of another. They may also be used to subdue a person who physically resists arrest or to discourage persons engaged in violent, or more than passive resistance conduct. They may be utilized with the subject who resists initial physical contact, shows signs of imminent physical resistance, or when a physical confrontation would be necessary in self-defense or in defense of another. The utilization of chemical substances may not be appropriate if such use could affect innocent bystanders particularly children. *This may only be used in accordance with department training.*
7. **Physical Tactics/Impact Weapon (ASP):** This is the impact weapon (expandable baton/ASP), which, after an evaluation of the

circumstances, is used in self-defense or in defense of another. This should be used when the subject is assaultive and combative, and where other means or uses of force may not work. The use of force continuum should be constantly evaluated. *This may only be used in accordance with department training.*

8. **Less Lethal Weaponry (beanbag weapon):** This weapon fires a drag stabilized beanbag round which, after an evaluation of the circumstances, is used in self-defense or in defense of another. This should be used when the subject is assaultive and combative, and where other means or uses of force may not work. The use of force continuum should be constantly evaluated. Generally, use of this weapon is justified at the same level as the baton or ASP. *This may only be used in accordance with department training. See attachment A for guidance and use of this weapon.*

- b. **FIREARMS/DEADLY FORCE:** This is the use of issued and approved firearms and ammunition using approved training techniques. This will be done in compliance with criteria established by statute and case law. This may be used in self-defense or the defense of another.

4. **CIRCUMSTANCES WARRANTING NON-DEADLY (LESS LETHAL) FORCE:**

(Revised December 9, 2003)

- a. When necessary to preserve the peace, prevent the commission of crime, or prevent suicide or self-inflicted injury.
 - b. When necessary to overcome resistance to arrest, to conduct searches and seizures, and to prevent escape from custody.
 - c. When in self-defense, or in defense of another against unlawful violence to his person or property.
5. **PROPER TRAINING:** Officers **shall not** carry or use any weapon while on duty unless they have received proper training and authorization.
 6. **AUTHORITY TO CARRY AND/OR USE DEPARTMENT WEAPONS:** Only those officers who have received specific training and demonstrated proficiency are authorized to use department-approved weapons. They must have demonstrated proficiency by achieving minimum scores on a prescribed course, demonstrative knowledge of the laws concerning the use of weapons and being familiar with safe-handling procedures. The US Virgin Islands Police Department Weapons/Firearms Instructors shall coordinate this necessary training. All weapons training shall be in accordance with Municipal Police Training Committee. *(Revised August 13, 2018)*
 7. **SAFE HANDLING/ SECURITY OF WEAPONS:** All officers shall be responsible for the safe handling of their weapons at all times. They shall ensure the security of their weapons at all times, both on-and off-duty. Weapons must be secured in such a manner as to prevent theft and unauthorized/accidental use. *(Revised August 13, 2018)*

8. **WEAPONS TO BE CARRIED WHEN ON DUTY:** Members of the department shall carry the department issued pistol and ammunition and weapons whenever they are on-duty or in a compensated status. *(Revised August 13, 2018)*
9. **AUTHORIZATION TO CARRY FIREARMS OFF DUTY:** Falken Security Officers are only permitted to carry off duty firearms with an approved Virgin Islands Police Department permit. An armed security permit does not qualify a security officer to carry off duty without approval.
10. **USE OF FIRING RANGE:** Authorized persons shall include certified firearms instructors. No member of Falken USVI, except the firearms instructors, shall use the range while alone, unless authorized by a firearms instructor. Firearms instructors shall maintain and regulate the use of the firing range. He/she shall be responsible for establishing and posting within the range procedures governing range protocol and safety. All members of the department shall be bound by these posted procedures.
11. **DRAWING/DISPLAY OF FIREARMS:** Officers shall not draw or display their firearm, unless there is justification for its use to accomplish a proper police purpose.
12. **USE OF FIREARMS/DEADLY FORCE:** This section sets forth guidelines for Falken USVI Security Managers making decisions regarding the use of deadly force. These procedures have been developed with serious consideration for the safety of both police officers and the public, and with the knowledge that officers must sometimes make split-second decisions in life and death situations.
 - a. Officers **shall not** use deadly force, except to protect themselves or another person from imminent death or serious bodily injury.
 - b. Officers may discharge their firearms only when so doing will not unreasonably endanger innocent persons.
 - c. Officers **shall not** use deadly force to apprehend a fleeing felon unless:
 1. The felony involved the use or threatened use of deadly force, and
 2. The escape would result in imminent death or serious bodily injury to the officer, or another if apprehension is delayed.
 3. The use of force employed creates no substantial risk of injury to innocent persons.
 - d. Officers **shall not** discharge their firearms to threaten or subdue persons whose actions are destructive of property, or harmful only to themselves, unless such actions constitute an imminent threat of death or serious bodily injury to the officers or others.
 - e. Officers **shall not** discharge their firearms at a moving vehicle, unless there is an imminent threat of death or serious injury to the officer or others.
 - f. Officers **shall not** discharge their firearms from a moving vehicle.
 - g. Officers encountering a situation where the use of deadly force is necessary shall, if circumstances and safety considerations allow, issue a verbal warning

first. The preferred verbal warning is **STOP - DROP THE WEAPON!** *(Revised August 13, 2018)*

- h. Officers approaching situations where they can anticipate a hostile, armed individual should attempt to first call for assistance, and then take a position of cover before encountering the individual.
13. **WARNING SHOTS:** Officers **shall not** fire warning shots or shoot to signal for help.
14. **FIRST AID/MEDICAL TREATMENT:** In an effort to minimize pain and suffering and further injuries, officers shall as soon as possible render first aid to individuals injured as a result of the use of force. Appropriate emergency medical transportation and treatment shall be obtained as appropriate and necessary.
15. **DUTY TO REPORT USE OF WEAPONS OR THE APPLICATION OF PHYSICAL FORCE:** A written incident report, detailing the events of the incident, shall be submitted by an officer with a copy forwarded to the Immediate Supervisor and Virgin Islands Police Department.
 - a. An officer has used any authorized lethal or less lethal weapon or applied physical force as defined by the department.
 - b. An officer has taken action that results in or is alleged to result in an injury or death to another person(s).
 - c. An officer discharges a firearm, for other than training or recreational purposes.
16. **REVIEW BY COMMANDING OFFICER:** All reports referred to in Section 15 shall be forwarded to the Shift Commander, and the chief of Police, both who shall review the matter. The Chief of Police will review the information and forward the package to the Internal Affairs Officer, if necessary. Review by the Chief of Police or Internal Affairs should include, but not limited to, determining whether or not the use of force was consistent with the Department Policy, Department Training, and officer and public safety. The senior weapons instructor will conduct a documented annual review of all submitted reports, in order to determine if any training needs, policy changes, trends, or patterns are revealed, and all policies per the Virgin Islands Police Department.

No reports shall be given to the media except as authorized by Falken USVI and the Virgin Islands Police Department.

17. **INVESTIGATION WHEN USE OF FORCE RESULTS IN A DEATH OR INJURY:** Whenever an officer uses force that results in a death or an injury that may result in a death, the Shift commander on duty shall immediately notify the following:
 - a. Falken USVI Supervisors
 - b. The Staff Sergeant as Senior Weapons Instructor and the Lieutenant as IA Officer.
 - c. The Virgin Islands Police Department (incidents that result in death only).
 - d. The Client/Customer.

Under the direction of a supervisor, the weapon(s) used shall be secured for examination by the Virgin Islands Police Department. When the officer(s) involved is/are required to turn the weapon in for examination, the supervisor receiving the weapon **SHALL** ensure that the transfer is done out of the public eye and that the officer is not seen in uniform without a weapon.

18. **RE-ASSIGNMENT AFTER FORCE RESULTING IN DEATH OR INJURY:** When an officer or employee has used force or whose actions has resulted in a death or serious injury, or when the discharge of his firearm has resulted in any injury, he will be immediately placed on administrative leave, with pay. This assignment shall remain in effect pending a review of the circumstances surrounding the incident. Said leave shall not be considered punishment or any indication or wrongdoing. During this time of administrative re-assignment, post-incident debriefing and counseling for those involved will be administered.

19. **AGENCY AUTHORIZED WEAPONS – RECORDS**

- a. The Falken USVI Office, with the recommendation of the Firearms/Weapons Instructors, may authorize the issue and use of weapons on duty. Falken USVI utilizes the following weapons:
 1. 40mm Glock semi-automatic sidearm.
 2. .9mm Smith and Wesson sidearm.
 3. Sabre Red 10% OC Spray (ECW Compliant)
 4. Remington .12 ga shot gun
 5. ASP Expandable Baton
 6. Remington 12 ga shot gun retro fitted for bean bag shot
 7. Colt AR-15 Law Enforcement TAC Carbine rifle
 8. M16 A-1 Rifle
 9. Taser X26E
- b. Ammunition issued by the department shall be authorized as in sub-section A of this section. Ammunition carried by officers are:
 1. Federal Brand 40 Cal. Hollow point rounds
 2. Winchester Brand 9mm Hollow point rounds
 3. Federal Shot Gun Slugs
 4. UMC .223 cal.
 5. Armor Holdings #23 DS bean bag rounds
 6. Taser 44200 Cartridges
- c. The Chief of Police may authorize the following weapons to be carried off duty or when attending court or training. Officers will comply with policies and procedures concerning the use of the weapons.
 1. Glock 19
 2. S&W Model 337
 3. S&W Model 3913
 4. Sig Sauer Model 227

5. Sig Sauer Model 229
 6. Glock Model 27
- d. Firearm's/Weapons Instructors shall inspect and review *all* weapons (*including less lethal weaponry*) checking for safe use. This will occur at the rang during qualifications and/or prior to an officer being issued or carrying said weapon. This inspection and review will be documented on the training memo/score sheet issued after such training was completed. Instructors who qualify officers shall then recommend authorization to carry said weapons. Officers must check their weapons for operational readiness before each shift. An unsafe weapon will be secured in the Armory, and notification shall be made to a Firearms/Weapons Instructor. The officer, upon notification and permission, will obtain a replacement weapon, recording the weapons particulars. A log entry will be made under general services for such replacement.
 - e. Officers will qualify at least yearly, but not more than quarterly depending on scheduling and resources. Officers will qualify with the shotgun and AR-15/M16 A-1 at least annually. Policies and procedures associate with Use of Force and use of firearms will be reviewed at least annually. Officers will re-train with less lethal weaponry at least every two years. Firearms/Weapons Instructors will coordinate this training.
 - f. Officers shall check their assigned cruisers shot guns, rifles and Less lethal weapons for safety, and shall remove unsafe weapons, placing it in the Armory. The officer, upon notification and permission from a Firearms/Weapons Instructor, will obtain a replacement weapon, recording the weapons particulars. A log entry will be made under general services for such replacement.
 - g. Officers shall regularly check their issued pepper spray for canister leaks, and for safety. An officer finding deficiencies shall secure the spray in the armory. The officer, upon notification and permission from a Firearm/Weapons Instructor, will obtain a replacement weapon, recording the weapons particulars. A log entry will be made under general services for such replacement.
 - h. Officer shall check their issued ASP expandable baton to ensure that it is working properly. If any problem exists, the officer, upon notification and permission of a Firearms/Weapons Instructor, will obtain a replacement baton. A log entry will be made under general services for such replacement.
 - i. Weapons instructors shall keep records of training, inventory and maintenance records of each weapon for the department.
 - j. Weapons instructors will be responsible for the training and re-training of officers in the proficiency of the issued agency specific less-lethal weapons listed in sub section A, and all policies and procedures associated with said les lethal weaponry. Training or re-training with less lethal weaponry will be accomplished every two years.

- k. Firearms/Weapons Instructors will keep an inventory of all weapons owned by the department, and a list of what weapons are issued. This list will be updated monthly, and a copy submitted to the Office. The list shall also include weapons owned by individual officers who have authorization from the Office to carry said weapon. Weapons stored in the armory will be checked for operational readiness every month by a Firearms/Weapons Instructor. This check will be documented in memo form to the Office.

ATTACHMENT A

Falken USVI may utilize a specialty impact weapons for providing control of disruptive individuals in consideration of officer and public safety.

I. PROCEDURE – USE

Falken USVI will use the Armor Holdings #23 or Drag Stabilized Bean Bag Round. It has 40 grams of lead shot and travels at a rate of 280 feet per second. It delivers between 85-112 foot-pounds of pressure.

- A. Officers shall not deploy specialty impact munitions until they have been properly trained and certified.
- B. The use of a beanbag weapon is justified generally if the use of a baton would have been justified
- C. Verbal commands and a warning should be issued to the suspect(s) if possible, before deploying Specialty Impact Munitions.
- D. The purpose of the command is:
 - 1. To offer the opportunity to comply
 - 2. Evaluate the effectiveness of the round fired (if any) and
 - 3. To evaluate the level of the suspect(s)' compliance or resistance.
- E. A lethal force back-up component MUST be in place. If possible, a single officer should be designated as lethal cover. The officer(s) should not fire unless they are in immediate personal danger.
- F. Beanbag strikes should be directed at portions of the body, which coincide with "Green areas of a Monadnock Baton Chart" i.e. lower abdomen, legs or arms.
- G. Beanbag strikes to center mass, head, neck, groin, or spine should be avoided unless deadly force is justified.
- H. If an officer equipped with a beanbag weapon is faced with the sudden escalation and must use lethal force, the point of aim may be raised to the chest,

throat or eye area of the suspect. The use of a beanbag in this manner will be considered deadly force and will be treated as discharge of a lethal firearm.

II. AFTER DISCHARGE

The purpose of Specialty Impact Munitions is to increase the use of force options available to an officer. It allows for the use of an impact weapon from a safe distance. Specialty Impact Munitions are not a replacement of or substitute for deadly force when that level of force is required.

- A. Any person who has been struck with a beanbag or other Specialty Impact Munitions MUST be examined by rescue personnel as soon as it is practical. Officers will activate the EMS system immediately as they would any other injury.
- B. The impact area of the suspect will be photographed by a department photographer.
- C. The spent beanbag round and casing, if retrievable will be tagged and submitted to the Evidence Officer.
- D. Use of a beanbag gun will not be treated in the same manner as discharging a lethal firearm. Use of a beanbag device will require an incident report to be submitted prior to the end of the Officer's shift.
- E. The report will include:
 - 1. Circumstances leading to use
 - 2. Number of rounds deployed
 - 3. Point of aim and location hits
 - 4. Effectiveness of the device
 - 5. Medical follow-up and results thereof
- F. If the seal of the dedicated beanbag gun is broken, regardless of whether or not it was used, a Specialty Impact Munitions Instructor will be notified and will inspect, reload, and re-seal the weapon prior to it returning to service.

III. OPERATIONAL CONSIDERATIONS

- A. It is important to note that beanbags will not properly cycle an auto-loading shotgun. A conventional pump action shotgun must be used. A disadvantage to using a 12-gauge system is the higher potential for the unintentional introduction of lethal rounds. To reduce this problem, this department has dedicated a shotgun to less lethal rounds only. It is clearly marked with orange stock and forend as well as less lethal in black lettering. Specialty Impact Munitions will be stored separately from all other ammunition.

- B. A properly placed beanbag round can cause incapacitation, motor dysfunction, mental distraction and discomfort. The officer must be cognizant of the fact that beanbags do not always result in immediate incapacitation and should be prepared to launch several follow-up rounds if appropriate. Specialty Impact Munitions should never be deployed without an immediately available lethal force cover officer.
- C. When considering the use of Specialty Impact Munitions the following Hierarchy of Safety Considerations should be followed:
1. Hostages (if any)
 2. Innocent bystanders
 3. Officers
 4. Suspect/subject

Decisions should be made with this hierarchy clearly in mind. The safety of the suspect should not be placed above that of other citizens or police involved.

Beanbags can be successfully used on resistive, assaultive, armed or potentially armed subjects to:

- De-escalate a dangerous or potentially deadly situation
- Control, detain, or arrest a subject/suspect
- Protect officers or other persons from harm- including the suspect from self-inflicted injury

When such force is necessary and appropriate, and used in an effort to reduce the potential for death or serious injury to all persons involved.

ATTACHMENT B

SAMPLE MEMO OF INVENTORY CONTROL, INSTECTION OF WEAPONS

To: Falken USVI

FALKEN USVI USE OF FORCE MANUAL

From:

Date:

RE: Monthly Weapons Inventory and Inspection

Cc: Lt Lundborn

Please be advised that I have conducted an inspection and inventory of agency owned weapons checking for accountability and operational readiness.

The following weapons are stored in the Armory, accounted for and are operationally ready: (see weapons distribution list) which include

- Firearms
- Rifles
- Shotguns
- OC Spray
- ASPS
- Ammunition
- Other
- Taser (ECW)

Issued agency owned weapons have been inspected by the officer it was issued to.

Attachment B

Feb 3, 2010

ATTACHMENT C ELECTRONIC CONTROL WEAPONS

I. PURPOSE AND BACKGROUND

The purpose of this policy to provide officers with guidance and direction on the use of electronic control weapons (ECW) consistent with the Falken USVI Use of Force Policy and the Use of Force Continuum as developed by the Virgin Islands Police Department.

II. POLICY

It is the policy of this department to use only that level of force reasonably necessary to control or otherwise subdue violent or potentially violent individuals. Electronic control weapons have been proven effective in furtherance of this policy and are authorized for use in appropriate circumstances by trained and authorized personnel.

III. DEFINITIONS

- A. Electronic Control Weapon: Weapons designed to disrupt a subject's central nervous system by means of deploying battery powered electrical energy sufficient to cause uncontrolled muscle contractions and override an individual's voluntary motor responses.
- B. TASER – a brand name for the ECW currently used and authorized by this department. The model used by this department is Taser X26.
- C. Air Cartridge – A replaceable cartridge for the ECW which uses compressed nitrogen to fit two barbed probes/darts on thin connecting wires sending a high voltage/low current signal into a subject.

IV. PROCEDURES

General – There are three separate types of reportable ECW applications.

- 1. Spark Display – A non-contact demonstration of the ECWs ability to discharge electricity. This is conducted only when the cartridge has been removed from the weapon. The purpose of this display is to convince the subject to comply with a lawful order and avoid the ECW being deployed in the Drive Stun or Probe mode. *Spark checks conducted to test the unit at the beginning of the officer's shift are not reportable incidents.*
- 2. Drive Stun – Contact is made by pressing the front of the ECW (cartridge removed) into the body of a subject and activating the ECW. The Drive Stun causes significant localized pain in the area touched by the ECW but does not have a significant effect on the central nervous system. The Drive Stun does not incapacitate a subject but may assist in taking a subject into custody.
- 3. Probe – The ECW is most effective when the cartridge is fired, and probes make direct contact with the subject. Proper application will result in temporary immobilization of a subject and provide the officer a "window of opportunity" in which to take the subject into custody. Optimum range for deployment is 7-15 feet with 12-foot maximum distance.

A. AUTHORIZED USERS AND TRAINING

- 1. Only officers who have been designated by the Falken USVI and who have satisfactorily completed one of the following courses shall be authorized to carry and/or use the ECWs.
 - i. **Basic User** – 8-hour certification course approved and developed by the MPTC (recertification required every two years), or

- ii. **Instructor** – 16-hour certification course with additional 4-hour training approved and developed by the Virgin Islands Police Department.
2. All personnel authorized to carry these weapons shall complete a minimum of two hours of annual in-service refresher training.
3. Supervisors and Command Staff should receive ECW awareness training so they can make educated decisions about the administrative investigations they review.

B. WEAPON READINESS

1. The device will be carried by authorized officers in an approved holster on the support/weak side (opposite of the firearm side) of the body.
2. The device shall be carried fully armed with the safety on in preparation for immediate use when authorized.
3. Officers approved to use the device shall be issued a minimum of one spare cartridge as a backup in case of cartridge failure, the need for reapplication, or in case the first cartridge's leads break during engagement. The spare cartridges shall be stored and carried in a manner consistent with training and the cartridges replaced consistent with the manufacturer's expiration requirements.
4. Only battery power sources recommended by the manufacturer shall be used in the ECW.
5. The ECW shall be pointed at the ground in a safe direction with the safety on during loading, unloading, or when handled in other than an operational deployment.
 - a. Note: the restrictions in section B5 do not apply during a "tactical reload" of a cartridge.

C. DEPLOYMENT

There are two levels of force where ECWs are authorized;

COMPLIANCE TECHNIQUES – includes countermeasures designed to counter the subject's enhanced degree of resistance. These tactics could include the Control and Restraint techniques, Takedowns, Pressure Points and Distraction Techniques, OC Spray, etc. **Using the TASER in a DRIVE STUN mode would be justified as a Compliant Technique.**

DEFENSIVE TACTICS – includes countermeasures designed to counter the subject's perceived non-lethal assault on the officer or others, regain control, and assure continued compliance. These tactics could include Weapon/ Weaponless Strikes, etc. **When firing the TASER, it would be considered a Defensive Tactics tool with the goal of stopping an Assaultive (Bodily Harm) Subject.**

1. When practical, the officer should give a warning to the subject and other officers before firing the ECW.
2. Center mass of the body should be primary target area.
3. When encountering subjects wearing heavy or loose clothing on the upper body, the legs should be considered as a target.
4. Attempt to avoid hitting the subject in sensitive tissue areas such as head, face, groin, or female breast area, however darts penetrating these areas will be removed by medical personnel at a medical facility (see E-3).
5. ECW may be used to control an aggressive animal that is threatening the safety of a person.
6. Fixed sights should be used as the primary aiming device and the laser dot as the secondary aiming device.
7. Only one officer should activate an ECW against a person at a time.

D. RESTRICTIONS

ECW should not be used:

1. In the known presence of combustible vapors and liquids or other flammable substances.
2. Against suspects in control of a motor vehicle in motion unless exigent circumstances exist.
3. On handcuffed persons unless they are actively resisting or exhibiting active aggression.
4. On pregnant women, young children **under the age of 17** or an elderly person over 70 years of age, on visibly frail persons, or on persons with cardiac pacemakers (if known) unless exigent circumstances exist.
5. Where the suspect is in a position where a fall may cause a substantial injury or death.

E. AFTERCARE

1. Normally, the ECW darts may be removed by officers from the subject once he or she has been restrained using the procedure outlined in training. Universal precautions shall be followed to protect the officer from the transfer of body fluids.
2. All persons who have been exposed to ECW activation will receive a medical evaluation from at least a paramedic.
3. **The suspect shall be taken to an emergency care facility:**
 - a. In all cases where the probe has penetrated sensitive tissue areas (such as the groin, eye, female breast, face, or neck). The officer shall impound all probes removed at a medical facility for evidence.
 - b. If the subject had a known pre-existing medical condition especially one affecting the cardio-vascular system i.e., a pacemaker, cardiac surgery.

- c. Where it appears that the tip of the barbed probe broke off and remains under the skin.
- d. A subject exposed to an ECW activation will be monitored regularly while in police custody even if they received medical care.
- e. Following an ECW activation, officers should use a restraint technique that does not impair respiration.
- f. Photographs of the affected area should be taken after the probe is removed.
- g. When the device has been used operationally, the officer will collect as evidence, package, and mark as a biohazard; the air cartridge, wire leads, probes, as evidence. Several APHIDS should also be collected and packaged separately as evidence.

F. OFFICER IN CHARGE

An OIC will respond to all incident scenes where an ECW was activated and:

1. Conduct an initial review of an ECW activation.
2. Ensure photographs are taken of the site of the probes impact and any related injury.
3. Ensure report is completed.
4. Take custody of the ECW that was used and submit the unit to the Supervisor for data downloads. The Supervisor will print the information and attach it to the officer's report.

G. REPORTING

1. The deploying officer shall notify the Officer in Charge as soon as practical after using the device and complete an incident report. The incident report shall include:
 - a. Area of body hit by probes/ drive stun.
 - b. If the arrest was compliant with or without probe deployment (i.e., spark test at scene and suspect voluntarily complies with arrest).
 - c. Photographs taken of probe impact area and any related injuries (if any).
 - d. Copies of reports involving the use of an ECW shall be forwarded to Falken USVI or his/her designee.
 - e. Falken USVI or his/her designee should conduct random audits of ECW data downloads and reconcile use-of-force reports with recorded activations.
 - f. Falken USVI shall forward quarterly reports of ECW activations to the Virgin Islands Police Department. The report will contain:
 - i. Copy of the incident report
 - ii. Copy of data printout from the ECW

5.3 Contract Management and Quality Control Plan (QCP)

Falken takes a Lean Six Sigma approach to Quality Management – including Quality Assurance, Quality Control, and Quality Improvement – through a continuous improvement model that reduces errors and increases efficiencies. Falken maintains an Integrated Management System that captures best practices, reporting requirements and standards as outlined in ISO 9001: Quality Management System. Our quality management structure assigns specific duties and responsibilities to onsite leadership and corporate officers who conduct regular post inspections. The following graphic depicts our Quality Management System to establish continuous improvements and risk mitigation:

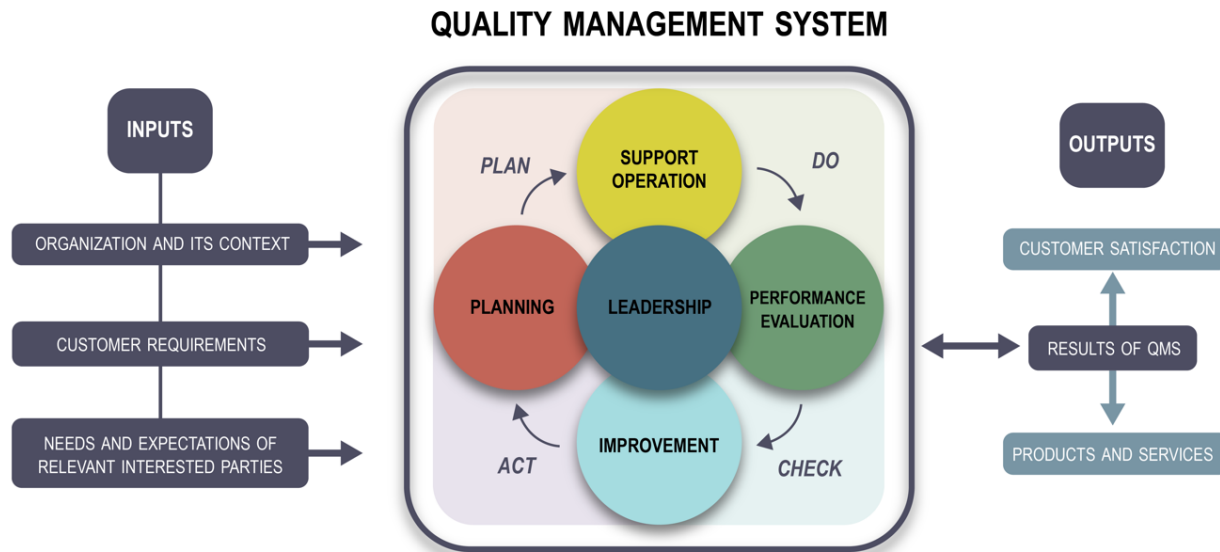


Figure 2 – Quality Management System to drive Continuous Improvement

To manage this system, Falken assigned a Director of Quality Assurance (DQA) to oversee contract compliance. The QC Department focuses on:

- Capturing performance data at the corporate and project levels for both Federal and commercial jobs to deliverables are met and 100% compliance.
- Track trends and identify corrective actions, if/when necessary.
- Work with the Finance Department to measure performance against budget allocation(s).
- Capture best practices and recommend changes to policies and procedures aimed at making our contracts more efficient.
- Ensure compliance with local legal requirements, including business registrations, taxes and payroll requirements.
- Tracking OSHA compliance.
- Working with Contract Managers and Site Managers to tailor our Quality Control Plan (QCP) to meet project-specific requirements and operating environment.

5.3.1 Methodology & Approach

Falken has a systematic approach to QC Management that incorporates multiple tiers of inspection to measure and track performance against key performance indicators (KPIs), provide trend analysis,

identify and reduce risk exposures, and establish transparency with the customer. In the following subsections, we outline our methods of inspection and approach to resolving performance risks.

5.3.2 Inspection Methodology

Falken has adopted a multi-tiered approach to inspections that includes:

- a) Contract-Level QC Inspections;
- b) Corporate QC Inspections, and
- c) Third-Party Audits.

Contract-level inspections are conducted by first-line supervisors, such as the Contract Manager and Shift Supervisor. Corporate inspections are conducted by the DQA, QC Managers and other executives who are outside the project's day-to-day operations. Finally, Falken uses third-party auditors to assess financials (e.g. payroll, invoicing accuracy, timekeeping systems, etc.) and employee files (e.g. training records, local and federal licensing (if applicable), drug screening, clearance requirements, etc.).

Third-party auditors are sourced to vetted outside firms who are tasked with executing independent, top-down performance reviews. These periodic reviews furnish Falken executive management with robust business process evaluations and coaching. These reviews are highly impactful in keeping Falken in a forward leaning posture, identifying best-in-class practices and methods, insight into emerging enterprise trends and related risks.

This multi-tiered approach ensures high levels of contract compliance, rapid detection/correction of performance issues through continuous root cause analysis. Lessons learned at all tiers are shared across the contract and provide greater consistency and require less oversight from the client. This process also drives continual improvement and innovation.

5.3.3 Key Personnel Management Responsibilities

Contract Manager: For the WAPA requirement, the Director of Operations is designated the Contract Manager (CM) for the project. The CM is responsible for overall contract performance and is the primary customer-facing representative. The CM interprets contract requirements such as the Work Breakdown Structure, Code of Accounts, Decomposition and defining Sponsor Acceptance Criteria. Project Key Point Indicators are identified and organized into a fluid reporting metrics and digested for continual process improvements. The CM oversees the Project Managers and/or Site Security Managers across their region(s). The SSMs oversee the Leads CSTs and Lead CAGs, who conduct weekly contract performance audits and manage on-the-job actions and performance. Job performance audits are compiled by the CM and entered into a monthly Contract Performance Report and posted electronically for customer review.

Area Managers: Reporting to the CM, the Area Managers drive continual process improvements through daily spot inspections, process audits, and security officer interface. The management culture is predicated on physical management presence, team member coaching and a robust performance recognition posture. Recognizing and rewarding employee initiatives, above and beyond performance and gap identification are a few of Falken's measurable differentiators that drive industry leading

attrition mitigation. Area Manager are the front line of an integrated system of morale maintenance and job satisfaction initiatives all geared towards robust and uninterrupted customer service.

Director of Quality Assurance / Quality Control (DQA): The DQA is responsible for implementing a mission quality improvement framework. During project transition, the DQA teams with the Account, Regional and Site Managers to tailor a qualitative transition plan that supports DOD' ROI expectations. Throughout the period of performance, the DQA remains engaged in monitoring contract performance against established contract requirements. The DQA supervises the three (3) tiers of our QC inspection program: contract, corporate and third-party. The DQA is available to present performance metrics for any stakeholder performance review requirements.

Local QC Inspectors / Managers: Managed by the DQA, the local QC Managers conduct scheduled and unscheduled inspections and audits on all Falken projects – they are essentially the boots on the ground responsible for reporting and monitoring contracts on behalf of Falken USVI. QC Manager is based at our St. Thomas office. QC Managers conduct root-cause analysis investigations, deploy to site as needed and assist the Contract Manager with accurate and timely action item resolution.

5.3.4 Deliverables

Falken establishes clear lines of authority and responsibility. We hold our employees accountable for performance, and we keep our client informed of any deficiencies or potential issues. We can do this because we provide each employee with a detailed job descriptions and duties, which are essential in ensure deliverables are met and submitted to the client. Everybody knows what they need to accomplish while on the job. In the following table, we provide a breakdown of contract deliverables, as defined in the IFB and person(s) responsible for each tasking:

Table 2 – Assigning Deliverables to establish accountability of Key Personnel

Deliverable	Frequency of Delivery	Person(s) Assigned to Task
List Key/ID control	Daily	Area Manager
Quality Control Plan	Within 14 calendar days post-award / When	CM and Area Manager
Security Training Program	Updated	CM and Training Manager
Security Activity Reports	Upon Contract Award	Area Manager
Security Incident Reports	Daily	Area Manager
Proposed Staffing Schedule	As Required	CM and Area Manager
Timesheets	Weekly	Area Manager
Written Anomaly report with photographic documentation	Monthly	Area Manager
Area Manager Activity Report	Within 24 hours of identification	Area Manager
Invoices	Within 10 days prior to the start of the employee's support under this contract	CM and Director of Finance
Notification of Contractual Changes	Monthly	CM (to inform Area Manager of any changes received from the client)

5.3.5 Regular Reporting Requirements

During contract mobilization, the DQA and Area Manager work with WAPA and key stakeholders to:

- finalize reporting requirements and determine deliverables;
- establish a master schedule for all reports and deliverables; and
- identify persons responsible for drafting and submitting the reports.

Reporting requirements and deliverables are reviewed and updated annually. In the following table, we have outlined common reporting requirements used on similar projects. These are only recommendations, pending review with the client and key stakeholders.

Table 3– Reports and Deliverables to Guarantee Performance

Ref. (Reporting Frequency)	Description of Contents
KPI Performance Report (Quarterly)	1. KPI Minimum standard.
	2. Performance levels calculated.
	3. Root cause analysis for any KPI failures.
	4. Trend analysis of KPI performance compared to previous month.
Incident Report (Within 24 hours of occurrence)	1. Details of incident and investigation outcomes.
	2. Reviews, findings and corrective actions.
Staffing Report (Monthly)	1. Absences, Vacation, Sick Leave and Timekeeping Data (as applicable)
	2. Work / Duty Schedule for the next 30 days / 4 weeks, including employee roster.
Operations Report (Monthly)	1. Monthly Metrics and Deliverables reports
	2. Compile all Incident Reports for the last 30 days / 4 weeks, including any updates to corrective actions.
Timesheets	1. Weekly Timesheets by employee outlining days/hours worked.
	2. Each Timesheet signed-off / verified by supervisor (Area Manager or Lead)

5.3.6 Key Performance Indicators

During contract mobilization, the DQA and Area Manager work with WAPA to finalize KPIs and minimum performance standards. We establish goals for the year that field level supervisors (eg. PM, Area Manager, etc) must achieve. We use standardized forms and processes to record KPI data, and identify a secure location on the network to store digital records of all reports. Upon contract start, Falken monitors performance and benchmarks performance to track operational trends. The KPI list is reviewed and updated annually. In the following table, we provide a sample KPI list that has been used on other similar projects:

Table 4 – KPIs List

Key Performance Indicators				
KPI	Min. Standard	Frequency	Formula	Source Data
Key / Security Container Access Control	No more than one (1) violation in 70 days.	Weekly	Total number of lost keys or unauthorized access to Security Container(s)	Incident Reports
Qualified Staff	100%	Whenever new staff join project	Number of qualified / verified staff vs. number of rejected staff	Employee Records and Client Rejections
Project Staffing Level	100%	Weekly	Number of Personnel on Site divided by Total / Expected Staffing Level	Monthly Staffing Report and Work / Duty Schedule
Equipment Maintenance	100%	As needed	List of all equipment classified as “maintained” vs. “out of service”	Equipment Audit and Maintenance

				Reports (if applicable)
Client Satisfaction levels – range of medical and support services received	95%	Bi-weekly (every 2 weeks)	Average rating from client (DOD or USG) responses	Feedback survey
Management Responsiveness	95%	Weekly	Average rating from client (DOD or USG) responses	Feedback survey
Invoicing Deadline / Timeliness.	Invoice received by the 5th day of each month.	Monthly	Received date = date stamped by DOD	Finance Department
Invoicing Accuracy.	100%	Monthly	No. of returned invoices/ No. invoices received.	Finance Department
Uninterrupted Service Delivery.	100%	Weekly	The contractor maintains the services required, 24/7/365.	Timekeeping Data, Staffing Report, Minutes form Weekly Ops Reviews
Submission of all Plans	100%	At contract mobilization and annually thereafter	Provide all Plans and Updates (e.g. Training Plan, Drug Screening Policy, QC Plan, Program Management Plan)	Copy of all Plans on file at Site or readily available digitally
Timesheet	95% on time delivery	Weekly	Number of on-time timesheets divided by total	Timestamp of timesheet submission.

5.3.7 Corrective Action Plan (CAP)

QC inspections are documented on standardized forms that are pre-approved by both Falken corporate and customers. Inspection and incident reports are compiled monthly into the Monthly QC Report which is issued to customer electronically. The Project Manager provides a corrective action report and details the actions taken for deficiencies noted during inspections with the monthly quality control inspection report deliverable. The company's centralized SharePoint system enables customers to access completed QC archives and review performance by location, type of inspection and date.

In accordance with ISO 9001 best practices, Falken managers are trained to conduct a Root Cause Analysis and then develop and implement a CAP based on the findings. When an incident or nonconformity occurs, including those arising from complaints, the QA Manager and Contract Manager are responsible for:

- Reacting to the incident or nonconformity, and as applicable:
 - conducting a Root Cause Analysis, based on severity of the issue
 - taking action to control and correct the issue
 - managing the consequences
- Evaluating the need for action to eliminate the cause(s) of the incident or nonconformity, in order that it does not recur or occur elsewhere:
 - reviewing and analyzing the incident or nonconformity
 - determining the causes of the incident or nonconformity
 - determining if similar incidents or nonconformities exist or could potentially occur.
- Implementing any action needed.

- Reviewing the effectiveness of any corrective action taken.
- Updating risks and opportunities determined during planning.
- Making changes to the integrated management system.

Corrective actions are appropriate to the effects of the nonconformities encountered. The Project Manager is responsible for retaining documented information as evidence of:

- the nature of the nonconformities and any subsequent actions undertaken.
- the results of any corrective action.

Nonconformities are taken seriously and managed professionally. Falken takes all actions necessary to prevent a recurrence of the nonconformity on the project and within the company at large. Nonconformities are documented on the company's Nonconformance Form and/or Corrective Action Form and discussed during Management Reviews.

5.3.8 Incident Reporting & Escalation

The CM is the primary point of contact incidents. The CM has full authority to act on Falken's behalf to resolve any day-to-day operational issues. The CM, in coordination with the DQA and Contract Trainer, is responsible for providing the client with regular incident reports, updates and briefings.

In addition to formal and informal communications from the PM, Falken utilizes WinTeam and eHub systems to increase the frequency of QA/QC evaluations, while promoting accountability and communication with the KO/COR. Contract, corporate and third-party QA/QC evaluators may upload performance information electronically to WinTeam in real time using smart phones, tablets and/or laptops.

During contract transition, Falken will provide project and third-party evaluators with login and password information to access WinTeam remotely. While logged into WinTeam, evaluators can open QA/QC checklists and forms, to complete all actions for electronic submission. Once a QA/QC checklist or form is submitted, WinTeam notifies the DQA and any other designated project personnel via email.

The reports and analysis from WinTeam will be provided upon request to contract leadership for review and will be summarized in the monthly PM status reports. The monthly reports will be issued to the contract leadership or any approved stakeholders.

Falken's program management structure, innovative technology solutions and work performance analytics, have been developed to be in lock-step with Sponsor reporting expectations. Our DOD partners will be furnished with robust contract performance metrics that may be resubmitted as end-customer deliverables. By identifying potential performance challenges in real-time, Falken is capable of adjusting immediately to mitigate friction points while executing any actions without negative impact to security operations.

Finally, the Contracts Manager is responsible for organizing the Quarterly Program Management Reviews (QPMRs) and coordinating with the contract stakeholders to review performance. If

performance issues exist, the DQA may attend the QPMRs to ensure full corporate resolution support.

5.3.9 Employee Performance

When an employee does not perform to standard, their supervisor immediately alerts the CM, PM (if applicable), and any other designated program staff. The deficiency is then classified as an item that requires local corrective action, site corrective action or contract-wide corrective action.

For example, time-and-attendance violation would result in local corrective action that includes constructive counseling, on-the-job training to ensure the officer knows the proper uniform code, and manager/peer coaching to ensure the issue does not occur in the future. Conversely, if a QC manager observes multiple time-and-attendance violations, a contract-wide corrective action that triggers root cause analysis and may result in an audit of training procedures, management reviews and uniform policies.

Deficiencies discovered during any local inspection will be corrected through helpful spot-coaching. The on-duty supervisor will positively lead and coach the team member through the deficiency within a culture of enthusiastic peer support and clear direction. The time span for corrective action/recognition varies from a period of within the hour to twenty-four hours. When necessary, re-inspections are conducted within 24 hours.

When supervisor is made aware of a staff member deficiency, a combination constructive actions are initiated in accordance with local labor laws and regulations:

- **Discipline:** The Supervisor may administer discipline in accordance with Falken policies. Disciplinary actions will vary in severity and may include verbal and written counseling, suspension, and/or dismissal from the contract. For certain serious infractions, immediate action may be required to remove the guard from the post. In these cases, the Supervisor will relieve the guard and replace him/her with another on-call guard or cover the post using personnel in an overtime status.
- **Training:** The supervisor may counsel or retrain subordinate personnel. Retraining will be ad hoc in nature, conducted immediately upon occurrence or as soon as practical. If significant training is required, personnel may be removed from post and scheduled for re-training.
- **Re-Deployment of Resources:** The supervisor may redistribute contract material resources, ensuring that problems do not recur. Supervisors may deploy additional available staff if required. Prior to redeploying additional resources, the on-duty supervisor must gain Contract Manager and client approval.
- **Incident Escalation Path:** If a deficiency is limited to a single location, the on-duty Shift Supervisor will escalate to the Site Security Manager. The Area Manager will notify the Corporate Contract Manager. If a deficiency affects multiple locations, the CM will brief management and explore possible options involving broad scope corrective action.

5.3.10 Employee Discipline Matrix

The following is a guideline for disciplinary action focused on unacceptable performance and/or behavior while on duty. Falken reserves the right to take disciplinary action on other violations that

may not be listed in this matrix. In applying disciplinary counseling and actions, Falken will adhere to all local laws and regulations.

Table 5 – Draft Discipline Matrix

No.	Rule	Step 1	Step 2	Step 3	Step 4
1	Vending, seeking or collecting contributions or distributing literature in working areas without permission from a designated company representative.	W	S-1	S-3	D
2	Unsatisfactory quality of work.	W	S-1	S-3	D
3	Violating safety regulations or prescribed practices. * Dependent upon severity	W	S-1	S-3	D
4	Threatening, intimidating, coercing or interfering with or making defamatory, vicious, or malicious statements against fellow personnel, clients, the Company or its services.	S-3	D		
5	Loafing, loitering, or hiding; leaving assigned post without appropriate authorization.	W	S-1	S-3	D
6	Failing to notify Company representatives of an injury or accident within the shift in which the Employee has been injured.	W	S-1	S-3	D
7	Discrimination or harassment against other Company personnel, client representatives, or vendors.	W	S-1	S-3	D
8	Operating vehicles or entering a restricted area without proper management authorization.	W	S-1	S-3	D
9	Leaving assigned area early or without appropriate authorization.	S-1	S-3	S-5	D
10	Willfully defacing, altering, mutilating, abusing, destroying, or wasting government, Falken, civilian, or other assigned personnel's property, facilities, records or equipment.	S-1	S-3	S-5	D
11	Sleeping while on duty – dependent upon severity	S-1	S-3	S-5	D
12	Initiating a fight, or attempting to physically injure others while performing services for Falken or in areas assigned to Falken at any time.	S-3	S-5	D	
13	Maliciousness resulting in loss, damage or destruction to Falken, government, civilian, or other FEMA property; or causing substantial rework; or contributing to critical, or safety discrepancies.	D			
14	Willful, fraudulent falsifying time cards or other Falken or client records.	D			
15	Unauthorized possession of weapons or explosives while performing services for Falken or in areas assigned to Falken at any time or neglectful weapons discharge.	D			
16	Theft, or unauthorized removal of property of other assigned personnel, Falken, the government or others.	D			
17	Failure to execute reasonable requests to perform services from authorized personnel after 3 warnings to do so. (Insubordination)	D			
18	Failure to show up to perform services at the designated time on three consecutive occasions.	D			
19	Unauthorized use, removal, photographing, copying, or reproducing personnel lists, procedures, contracts, or other Falken or client records or information.	D			
20	Deliberate, willful, fraudulent falsification of facts to Falken personnel or any other form of dishonesty.	D			
21	Possession, consumption, use, transfer or being under the influence of alcoholic beverages, marijuana, inhalants, intoxicants, illegal drugs, narcotics, or the misuse of legal	D			

	drugs, while providing services for Falken, or in areas or buildings assigned to Falken; manufacture or distribution of controlled substances.				
	<i>Code Key:</i> <i>W</i> = <i>Written Warning</i> <i>S-1</i> = <i>Suspension for 1 day without pay</i> <i>S-3</i> = <i>Suspension for 3 days without pay</i> <i>S-5</i> = <i>Suspension for 5 days without pay</i> <i>D</i> = <i>Termination from Contract</i>				

5.3.11 Risk Mitigation

During contract mobilization, the CM and Area Manager are responsible for conducting a Risk Assessment to pinpoint potential and/or actual risks to the program. The Area Manager develops a Risk Registry based on the assessment that:

- Details of each risk;
- Assigns a risk rating that takes into account the likelihood of occurrence and the severity of impact on operations;
- Assigns key personnel responsible for monitoring each risk item; and
- Outlines risk mitigation strategies and recovery timelines.

Falken uses a color scheme, as depicted in the following matrix, to easily distinguish among the different risk factors. Risks outlined in orange or red receive attention from corporate management and senior project leadership, while items in green or yellow are often managed at the field / project level among SSMs and Leads.

Table 6 – Risk Assessment Matrix

	Severity of Impact on Operations				
	Insignificant (little to no impact on operations) Score: 1	Moderate (impact on operations, but easily overcome) Score: 2	Minor (impact on operations, but overcome with challenges) Score: 3	Major (serious impact to operations with extended recovery time) Score: 4	Catastrophic (result in disaster with unknown recover time) Score: 5
Likelihood					
Rare Score: 1	Acceptable Risk Total Score: 1	Acceptable Risk Total Score: 2	Acceptable Risk Total Score: 3	Acceptable Risk Total Score: 4	Medium Risk Total Score: 5
Unlikely Score: 2	Acceptable Risk Total Score: 2	Acceptable Risk Total Score: 4	Medium Risk Total Score: 6	Medium Risk Total Score: 8	High Risk Total Score: 12
Possible Score: 3	Acceptable Risk Total Score: 3	Medium Risk Total Score: 6	High Risk Total Score: 9	High Risk Total Score: 12	Extreme Risk Total Score: 15
Probable Score: 4	Acceptable Risk Total Score: 4	Medium Risk Total Score: 8	High Risk Total Score: 12	Extreme Risk Total Score: 16	Extreme Risk Total Score: 20
Near Certain Score: 5	Medium Risk Total Score: 5	High Risk Total Score: 10	Extreme Risk Total Score: 15	Extreme Risk Total Score: 20	Extreme Risk Total Score: 25

As noted, based on the registry, the Contract Manager and Shift Supervisors are responsible for developing risk mitigation strategies. The CM and Area Manager present the registry to WAPA stakeholders during the mobilization phase. The CM and Area Manager solicit additional inputs from the customer. Once the registry is approved, the Area Manager is responsible for implementing the mitigation strategies and monitoring the risk factors throughout the period of performance.

The registry is updated, at a minimum, on a quarterly basis and reviewed with the client and key stakeholders. The Area Manager is responsible for leading these quarterly reviews and providing inputs. Updates to the risk registry are then made by the Area Manager in conjunction with the CM and other senior leadership at Falken headquarters.

5.4 Contractor Responsibilities

Falken USVI, LLC affirms its full commitment to meeting all requirements outlined in Section 5 of the IFB. We possess the operational readiness, technical capabilities, and administrative systems necessary to comply with the provisions listed below:

5.4.1 Permits, Licenses, and Regulations

Falken USVI will obtain and maintain all necessary permits, licenses, and registrations required to operate as a Watchman, Guard & Patrol Agency in the U.S. Virgin Islands. This includes ensuring that all armed officers are properly licensed and permitted by the Virgin Islands Police Department (VIPD) to carry and operate firearms in accordance with territorial law. We will bear all associated costs and assume full responsibility for compliance with applicable weapon ownership, transport, and use regulations.

5.4.2 Record Keeping and Reporting

Falken USVI maintains a secure, cloud-based recordkeeping system and redundant hard-copy filing process to store all personnel records, certifications, daily activity logs, visitor logs, and incident reports. All records will be made available for review by WAPA upon request and during regular business hours. Our security supervisors will submit monthly reporting packages to WAPA that include all required documentation, including Record Books and maintenance tracking logs.

5.4.3 Health and Safety

Falken is committed to maintaining a safe, drug-free workplace. All personnel will undergo background checks, pre-employment drug screening, and safety orientation training. In accordance with this section, we will provide our staff with training in emergency response procedures, including hurricane response, spill management, and other natural disasters. All staff will receive safety briefings during onboarding and ongoing refresher training throughout the contract term.

5.4.4 Non-Discrimination

We strictly enforce Equal Employment Opportunity (EEO) policies in all hiring, supervision, and disciplinary practices. Our company maintains a zero-tolerance policy for workplace discrimination and has established written procedures for internal complaints, corrective action, and non-retaliation.

protections. Falken USVI also affirms its commitment to supporting local hiring and workforce development within the U.S. Virgin Islands.

5.4.5 Business Considerations

Falken USVI accepts the business terms related to the assumption of operational risk, repair and replacement of assigned equipment, and our obligation to make capital improvements where needed to ensure service continuity. We maintain sufficient reserves and have demonstrated a longstanding ability to self-fund upgrades and technology enhancements in support of government clients.

5.4.6 Contract Agreement

We are fully prepared to enter into a formal Professional Services Agreement with WAPA upon successful award. Falken USVI accepts the general provisions outlined in the IFB, including liability for fines due to non-compliance, indemnification of WAPA, and the requirement to list WAPA as an additional insured.

5.4.7 Conflict of Interest

Falken USVI certifies that no officer, agent, or employee of WAPA has a pecuniary interest in this proposal, nor has any member of our organization participated in preparing this IFB on behalf of the Authority. Any potential conflicts or existing government contracts have been disclosed elsewhere in this proposal as required.