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## Proposal for Security Services

Proposal Prepared for:

**DC Ranch Association**





# Table of Contents

Company History ..... 5

## Objectives

---

DC Ranch & Securitas-Partnership ..... 7

Company Overview ..... 9

## Staffing

---

DC Ranch Staffing Plan ..... 10

## Employee Benefits

---

Benefits and Incentives-DC Ranch ..... 13

My Rewards Program ..... 18

## Uniforms

---

Officer Uniforms ..... 19

## Hiring and Recruiting

---

Recruiting ..... 20



Talent Network . . . . . 21

Selection and Hiring of Personnel . . . . . 22

**Training**

---

DC Ranch Training Plan . . . . . 27

**Incentive Plan**

---

Incentive and Penalty Plan . . . . . 31

**Payment**

---

DC Ranch Investment . . . . . 34

**Vehicles**

---

DC Ranch Association Vehicles . . . . . 36

**References**

---

HOA References - October 2014 . . . . . 37



## CONFIDENTIALITY STATEMENT

This entire proposal is considered confidential information by Securitas Security Services USA, Inc. and may not be distributed, in whole or in part, to any person, firm or corporation outside of DC Ranch Association. In addition, this proposal may be distributed only to those employees or affiliates within DC Ranch Association who have direct responsibility for the proposal/decision-making process.





# COMPANY HISTORY

## OVERVIEW

Securitas Security Services USA, Inc. (Securitas USA) is the largest provider of security officer services in the United States. Securitas USA has more than 450 branch managers throughout the U.S. Securitas employs approximately 88,000 security officers in North America. Securitas USA's revenues in 2013 were over \$3.45 billion.



The parent company of Securitas USA is Securitas AB, the world's largest provider of security services. Securitas has three business segments: Security Services North America, Security Services Europe and Security Services Ibero-America. Securitas AB is a publicly owned company that is headquartered in Stockholm, Sweden. Securitas AB has approximately 310,000 employees worldwide, with established operations in 52 countries and the ability to provide services in approximately 90 countries worldwide. Securitas has business operations in North America, Europe, Latin America, the Middle East, Asia and Africa. Securitas AB's 2013 revenues were over \$10.1 billion.

## ABOUT SECURITAS AB

Securitas AB had a visionary approach to security. The company had high ideals and set the standards for quality, service and professionalism that revolutionized the field. In 1934, when Securitas AB's founder, Erik Philip-Sörensen, established the forerunner of Securitas AB, a private security firm in Helsingborg, Sweden, he created a model for Western Europe of how a guarding company should be run. He pioneered training and developed a cooperative effort with the fire department to ensure that his guards possessed firefighting skills. In the late 1940s, after the two world wars, the demand for more advanced security services increased. Securitas Alarm was formed to offer technology as a complement to the guarding services. In 1972, all of Philip-Sörensen's companies were gathered under the collective name of Securitas, the Latin word for security.

Securitas AB's high ethical nature was another distinguishing characteristic of the company. The firm's core values were summarized in three words—Integrity, Vigilance and Helpfulness. These were the guiding principles for Securitas AB employees. A logo with three red dots, representing each of the values, was created. It became the recognized symbol for Securitas AB in Sweden, and later throughout Europe, as the company expanded over the next two decades, acquiring existing security businesses to develop and refine.



## ABOUT SECURITAS SECURITY SERVICES USA, INC.



*Allan Pinkerton  
Founder  
Pinkerton's National  
Detective Agency*

In 1999, when Securitas AB entered the U.S. market by acquiring Pinkerton, the company became the largest security firm in the world. At the time, Securitas AB was already the leading protective services company in Europe, but few here in America were aware of the firm's stature in the industry or the respect associated with its name.

Like Securitas AB, Pinkerton had a rich history dating back to 1850 in Chicago, when Allan Pinkerton, the "original private eye," founded Pinkerton's National Detective Agency. Pinkerton was employed to protect railroad property and first gained fame for exposing the activities of a band of counterfeiters. In 1861, he achieved national recognition when he uncovered and foiled a plot to assassinate Abraham Lincoln. Soon after the outbreak of the Civil War, Pinkerton helped organize a federal secret service, of which he became chief. His pursuits of notorious outlaws such as Jesse James, the Reno brothers, and the Wild Bunch (a group of bandits led by Butch Cassidy and the Sundance Kid) brought extraordinary visibility to his agency.

In 2000, Securitas AB acquired another legendary, American private security firm, Burns International. Founded in 1909, the William J. Burns Detective Agency was also headquartered in Chicago. Burns was a man of integrity who had served as a national crime watchdog. During his career, he was known as "the greatest detective the U.S. had ever produced." In 1921, he was appointed director of the newly formed Bureau of Investigation that later became the FBI. Burns' drive, determination and commitment to service helped his company grow from a small detective agency to the second largest security provider in the U.S.

That same year, Securitas AB made a number of other U.S. acquisitions. First Security, American Protective Services, Doyle Protective Service, Smith Security, and APG Security were all purchased, giving the company a strong American foundation. The acquisitions also positioned Securitas AB as the market leader in the United States.

In July 2003, all of the U.S. guarding operations of Securitas AB united under the single name of Securitas Security Services USA, Inc.



*William J. Burns  
Founder  
William J. Burns  
Detective Agency*



# DC RANCH ASSOCIATION AND SECURITAS-PERFECT PARTNERSHIP!

We, at Securitas, are pleased to offer this partnership in security with Rhodes Ranch Association. We believe that in the current economic climate, Securitas is better positioned to offer more professional, cost effective security services than competitive security providers. With over 150 years of industry experience, Securitas has developed an unsurpassed model for staffing, training, managing and continually improving security services, while monitoring expenses and service quality with extreme attention to detail. This model translates to the highest level of service at a competitive cost for our clients.

The value of this security partnership is evidenced in several key areas:

- Local Experience
- People
- Gated Community Specific Capabilities and Experience
- The Securitas Approach



## LOCAL EXPERIENCE

As the largest security service provider in the world, as well as the largest security provider in Arizona, we have unmatched resources and support. We employ nearly 1600 Security Officers state wide in Phoenix and Tucson. Many of these officers serve at local locations, attending to the security needs of our clients in The Valley. Our Phoenix Branch manages security for many relevant client sites, such as Happy Trails, Lost Canyon, Santa Mia, Sand Piper, Windgate Ranch and Villages at El Dorado. We, at the Securitas Phoenix Branch, will draw from our extensive experience in these service engagements as we work to transition and manage security services at DC Ranch Association.

## PEOPLE

Staffing DC Ranch Association will be addressed with the well-established Securitas practices for recruiting, training and management. Selecting and placing people who have the necessary skills, knowledge and aptitude to perform services specifically focused on the DC Ranch Association is a critically important process. To assure that selected personnel are a match for service requirements and expectations, Securitas will develop a site profile to assess and select candidates for assignment to the DC Ranch Association account.

This means that Securitas will develop and implement:

- Assignment descriptions specific to DC Ranch Association
- Personnel selection criteria including appropriate tests, assessments, screening tools, and interviews
- Personnel development, succession and promotion plans
- Advanced Certification and Excellence in Service Programs
- Career development and promotion plans of our employees



Through candidate selection, training, personnel development and promotion opportunities, Securitas will ensure that DC Ranch Association is staffed with highly qualified Security Officers who enjoy the benefits of training, career advancement, and promotions that only Securitas can offer. Security Officers who are hired and managed in this atmosphere display job satisfaction and longevity that proves to enhance the quality of service for our clients.

## GATED COMMUNITY SPECIFIC CAPABILITIES

Our extensive experience as a leading security provider of Guard Gated Community security, access control and emergency response for Gated Community Homeowners' Associations, allows Securitas to consult with our clients in this industry and recommend Gated Community specialized solutions. Securitas' level of officer training and expertise in this specific clientele is unsurpassed in the local security industry. As you will see in the training section, we have come up with a training plan that is attached to our incentive plan for Retention and Turnover.

## THE SECURITAS APPROACH

In the current economic climate, many security service providers have taken steps to reduce their expenses in order to provide competitive pricing to clients who are in need of savings. Security service provider's expense reductions may come from a number of areas, including reduction of branch management staff and cut backs in wages, training and career development opportunities for Security Officers. Although these reductions to security provider's costs may translate to competitive price quotes for prospective clients, such reductions may result in overloaded account management, as well as poor job satisfaction, job performance issues and dependability issues for officers. These problems ultimately create additional client costs which outweigh initial savings.

Securitas recognizes the value of adequate management staff, training and career development, and officer wages, as well as the affect that these factors have on quality of service and long term expenses for our clients. As shown throughout this proposal, Securitas has not sacrificed in these critical areas. We have recently increased the level of continual training for Security Officers, encouraging, and at times mandating, higher levels of training for Security Officers and Managers.

Our approach to the current economic challenge relies on our specialized model for providing reliable quality service at competitive costs throughout the entire term of service. Securitas will maintain the optimum number of Security Officers for managing the DC Ranch Association with precise planning and attention to detail. Securitas Branch Manager, Kyle Wilson, will utilize Securitas' exclusive system for hiring, training, scheduling, managing, and improving job performance. The resulting quality of staff and efficient operations minimize job performance issues, scheduling challenges, unnecessary overtime, and any unforeseen problems, which often create additional service expenses.



# LOCAL COMPANY OVERVIEW

## DC RANCH ASSOCIATION SECURITY SERVICES

### THE SECURITAS ORGANIZATION

Securitas in the United States has over 450 local branch managers, in all 50 states and more than 85,000 security officers in North America who provide unmatched security solutions to meet the specific needs of thousands of businesses. Securitas USA's core business is providing only security solutions to our customers. Our main service offering categories are specialized guarding, mobile security services, monitoring, consulting and investigations.

### PHOENIX BRANCH OFFICE

**Securitas Security Services USA, Inc.**  
**2122 E. Highland Ave, Suite 100**  
**Phoenix, AZ 85016**



### LOCAL CONTACT PERSON

**Kyle Wilson**  
**Branch Manager, Phoenix, Arizona**  
**Phone: (602) 414-2302**

The branch manager provides active oversight of all accounts in his area. The branch manager facilitates decisions to meet the needs of DC Ranch Association, and meets regularly with the security manager at DC Ranch to evaluate service levels.

### CONTRACT REVIEW & SIGNEE

**Joe Kolar**  
**Area Vice President, Arizona**  
**602-414-3657**

### ARIZONA BUSINESS INFORMATION

State of Arizona Business License # 1003466



### U.S. CORPORATE HEADQUARTERS

**Securitas Security Services USA, Inc.**  
**2 Campus Drive**  
**Parsippany, NJ 07054**  
**Website: [www.securitasinc.com](http://www.securitasinc.com)**  
**State of Incorporation: Delaware**  
**Date of Incorporation: 10/31/02**  
**Federal Tax Identification Number: 71-0912217**

# STAFFING

## SECURITAS LOCAL MANAGEMENT STRUCTURE

### **Area Vice President (AVP) – Joe Kolar**

The AVP ensures the delivery of high quality client service through regular contact with clients, evaluates service quality, ensures that area and branch offices maintain a consistent focus on high quality client service, and provides guidance and support in the retention of profitable business. The AVP also assists in the orientation of area and branch managers, helps to ensure that area offices and branches have well qualified individuals who are properly trained to carry out the organization's mission, coaches area and branch managers in strengthening their competencies and developing and retaining business, and facilitates teamwork and the implementation of progressive change.

### **Branch Manager – Kyle Wilson**

The branch manager provides active oversight of all accounts in his area. The branch manager facilitates decisions to meet the needs of DC Ranch Association, and meets regularly with the security manager at DC Ranch Association to evaluate service levels.

### **Human Resources Manager – Lara Skutt**

The human resources manager leads the hiring and selection process for all employees, personally interviews each candidate for selection to serve the DC Ranch Association account, and manages benefits, employee relations and recruiting.

### **Recruiter – Thu-Van Cunningham**

The recruiter actively promotes the employment opportunities at Securitas USA through all sources and works with state and local placement agencies to offer employment opportunities to qualified individuals. These sources include college and university groups and placement and government agencies.

### **Training Manager – Pat MacArthur**

The training manager guides the introduction process, site-specific training and continuous training program development; is responsible for the preparation of training materials, classroom presentation and site-specific training; personally reviews all operations at DC Ranch Association to determine the best method of delivering the training; locates the proper training materials; schedules and conducts the training; and is responsible for the supervisory training program and refresher training.

### **Scheduling Manager-Emidia Gamez**

The scheduling manager ensures that all hours paid to the officers balance with the invoice amount billed to the client, tracks the hours billed to client specifications and maintains client and employee data to ensure proper payroll and billing.

### **Accounts Payable/Accounts Receivable – Rene Rodriguez**

This individual works with the client representative when a billing discrepancy arises, researches any billing issues and tracks timely payment of all outstanding invoices, processes branch payables, and submits invoices for approval and payment.



### **Flex Force**

Normally, Securitas USA uses the flex force system to fill unscheduled vacancies; i.e., illness, vacation, etc., incurred at your facility. Additional officers are trained at each of our clients' locations and become fully knowledgeable of the duties required at each site. They are on call 24 hours a day to be ready to respond to any such vacancy occurring at your facility. Should the need occur for a large number of additional officers at an individual location, Securitas USA offices assist each other with a reserve force.





## DC RANCH SITE SPECIFIC STAFFING MODEL

### Account Manager

The Account Manager interfaces with the DC Ranch Association's security director on security services delivery, and is responsible for all Securitas USA personnel and services at DC Ranch Association. The Account Manager is capable of building teamwork, cooperation and consistency between shifts, and is fully trained and thoroughly knowledgeable of all post orders, operating logs, procedures, practices and site interior/exterior layout. Should DC Ranch wish to keep the incumbent Account Manager, Securitas will work with the Security Director on hiring, employee pay (whether to match or increase pay to account manager) and training of the Account Manager on Securitas best practices.

### Site Supervisors/Patrol Officers

Shift supervisors are responsible for the supervision of officers on their respective shifts. They must be capable of building teamwork, cooperation and consistency between shifts, and must be fully trained and thoroughly knowledgeable of all post orders, operating logs, procedures, practices and site interior/exterior layout. They work under the direct supervision of the Account manager, while working closely with DC Ranch Association security management personnel.

### Field Supervisors

Spearheading field supervision and training for each branch office are the field supervisors. They participate as your non-resident supervisors. It is the responsibility of the field supervisors to administer the continuing training of the officers assigned to each facility. Since this group is a most vital extension of the management team, proper selection and training are important. We have developed formal programs to prepare these individuals that include seminars, classroom training, video instruction and manuals designed specifically for field supervisors.

Some of the responsibilities of our field supervisors are:

- Field Supervisor Visits: A Securitas USA supervisor schedules visits with each post, and assures the quality of the security officers' performance and appearance.
- Field Supervisor On-Site Training: Field supervisors are available to conduct on-site training and follow-up training in all basic security subjects.
- Field Supervisor/Contact: Securitas USA field supervisors meet frequently with a client representative to assist in carrying out our regular and special post orders.
- Field Conformance Reports: Field supervisors, when requested, inspect and leave on-site reports for the client's designated representative.
- Incident Reports: Field supervisors must respond to security officer requests for assistance, and review each Incident Report. An "Action Taken Report" on the incident is left on-site for review by your management representative.

## BENEFITS AND INCENTIVE PROGRAMS

Securitas USA offers its security officers benefits/incentive programs that are unmatched in the security services industry. The benefits/incentives offered by Securitas USA to all eligible employees include the following:

### MEDICAL PLANS-ACA COMPLIANT MEDICAL COVERAGE

In 2015, we anticipate the employer mandate to be reinstated and all employers will be required to offer a compliant Affordable Care Act plan to every full time officer.

To provide you with pricing that **does** include the cost of the Affordable Healthcare Act per the RFP; we did include the cost for the ACA in our hourly bill rate.

We would be happy to speak with you in more detail about your healthcare plan options and the pending ACA legislation. We will commit to working with DC Ranch Association to introduce value added services, including technology, to assist in mitigating any rising ACA-related cost increases.

### SECURE BRONZE MEDICAL PLAN FOR ALL OFFICERS

This plan covers 100% of all officers at DC Ranch Association. Calendar year deductible is \$3,000 out of pocket to the Officer; after deductible is met 50% of costs are covered.

The plan premium costs are calculated and consolidated into the hourly bill rate. Officers will be charged a monthly premium not to exceed 9.5% of household income to ensure compliance to the ACA affordability provision. **The Bronze plan pricing is locked and fixed for the full year of 2015. DC Ranch Association will not experience Rate Increases throughout the 2015 calendar year for medical benefits.**

### DENTAL PLANS

Securitas USA offers a choice of two different dental plans through Aetna. Both the PPO and the DMO dental plan provide excellent coverage and are available to all Securitas USA employees through payroll deduction and/or client contribution.

### VISION CARE

All of our officers and their families are eligible for a full service vision program offering flat co-pays for eye exams, frames, lenses and contact lenses, as well as a variety of other vision related services. Plan participants have access to over 22,000 providers nationwide. This program is available to employees through payroll deduction and/or client contribution.

### 401(K) SAVINGS PLAN

All officers may enroll in our 401(k) retirement savings plan. The plan is designed to permit savings on a tax-deferred basis. Security officers may defer 1% to 25% of eligible earnings up to IRS limits, through convenient payroll deduction. Securitas USA provides a ten percent (10%) matching contribution on the first three percent (3%) of plan compensation to all officers enrolled in the 401(k) plan (except those governed by special plan provisions).



## LIFE AND ACCIDENT INSURANCE

The cost of this insurance is fully paid by Securitas USA and is provided to all full time (working over 30 hours a week) security officers, effective the first of the month following 90 days of employment. The life insurance benefit is \$5,000 and, in the event of accidental death, this amount is \$10,000. Additional amounts may be provided through client contract.

## VOLUNTARY SUPPLEMENTAL LIFE INSURANCE

All full-time security officers are eligible to purchase up to an additional \$25,000 in life insurance coverage for themselves and their families through payroll deduction. Spouses may purchase up to 50% of the face amount of the coverage elected by the security officer.

## EMPLOYEE ASSISTANCE PROGRAM

The EAP program has been instrumental in providing guidance, direction and support services to those employees who seek help. EAP programs assist in early identification of problems and in preventing minor problems from escalating to major issues.

The program is offered at no cost to all Securitas USA employees, full and part-time, after 90 days of employment. The service is administered by MHN, and can be accessed 24 hours a day, 7 days a week either by going online or by calling a toll-free telephone number. Members are entitled to up to 3 counseling sessions per incident, per benefit period, and have unlimited online access to EAP information and tools for a wide range of issues, including:

- marital, relationship and family problems.
- alcohol and drug dependency.
- stress and anxiety.
- depression.
- grief and loss.
- child and elder care assistance.
- financial issues.
- legal services.

## HOLIDAY PAY

Our officers receive premium wages for all work performed on specified holidays.

## PAID VACATIONS

Our basic policy for full-time officers allows for one week (40 hours) after one year, two weeks (80 hours) after five years, and three weeks (120 hours) after ten years of service. This policy may be amended to comply with the vacation policy of the client.



## UNIFORMS

As a standard company policy, all uniforms and equipment are furnished without charge or deposit to our security officers. Our uniforms are issued to employees at the local branch offices designated to provide services to our clients. Each branch office maintains an appropriate supply of uniforms to adequately satisfy the needs of security officers and clients. Employees do not pay for the cost of uniforms but are responsible for the care and cleaning of the uniforms they are assigned. Any portion of the uniform that needs to be replaced is readily available at the local branch.

## PAYROLL CHOICES

The Securitas Payroll Choices Program is a new program that gives employees the option to receive their pay either by **Direct Deposit** or on a personalized Visa® **Payroll Card**, provided by Citi® Prepaid Services.

The benefits of the EPAY Card include:

- a better payroll payment alternative to employees over paper checks
- give our employees faster, safer and more flexible access to funds
- give our employees tools to manage their funds
- accommodate employees that may not have a bank account
- support the organization's green initiatives with a more eco-friendly payment method

## SONS AND DAUGHTERS SCHOLARSHIP PROGRAM

Securitas USA has established a scholarship program to help finance higher education for the children of its security officers. Children of Securitas USA security officers can receive a \$1,500 award that may be used for undergraduate study. Awards are given without regard to race, color, creed, religion, sex, disability or national origin. Up to ten awards are given annually.

## INCENTIVE PROGRAMS

### Awards of Merit

Recognizing the individual officer for above average performance is critical in maintaining the morale and dedication of any security force. This recognition includes:

- Certificate of Merit.
- Security Officer of the Month-\$25 bonus check, a distinctive plaque, and an Officer of the Month pin.
- Security Officer of the Year-\$100 award, a distinctive plaque, an Officer of the Year certificate. This officer is usually selected from the twelve Officers of the Month.
- Region Officers of the Year-We select two officers from all the offices in a geographical region. One officer is recognized for overall performance and the second is recognized for heroism. This award varies from year to year, but is always of significant value.

- Region Supervisor and Employee of the Month-\$50 bonus and an Award of Merit Certificate presented by a region president for the commendable performance of a supervisor and an employee. A commendation letter and distinctive plaque are also presented to the recipient of these awards.
- Region Supervisor of the Year-\$250 bonus, Award of Merit Certificate, and a distinctive plaque is presented. Supervisor of the Year is chosen from the twelve Supervisors of the Month.
- National Officers of the Year-Two security officers are selected from among the 5 Region Officers of the Year to be honored as Securitas USA's Security Officers of the Year in one of two categories: performance and heroism. The award varies from year to year, but includes a special ceremony and a special prize for the officers.

### Corporate Recognition

Special awards are given in two categories by executive management to security officers and supervisors:

- Medal for Meritorious Service - Presented for courage and service above and beyond assigned duties in an emergency or disaster.
- Medal of Valor - Presented for risking one's life in the preservation of another's.

### Service Awards

- One year-certificate.
- Five, ten, fifteen and twenty years-Special Securitas USA gold pins.

## Excellence In Service





**Dear Fellow Employees:**

Welcome to the first issue of our updated and redesigned Excellence in Service magazine! This new format also provides a more economical way to produce and distribute the magazine. As you read through it, you will still find the same featured articles and information that will help you deliver an exceptional level of service to our clients.

In this issue we have highlighted the education and training opportunities that are available through Securitas LMS and continuing education programs. You will read about how our security officers, and the excellent service they provide, have helped us maintain a valued client relationship for more than 30 years.

The "Training Talk" article will give you some tips for dealing with horseplay in the workplace and "Spotlight on Safety" discusses how to reduce potential hazards. On page 6 you can read about the 2011 Security Officers of the Year and their accomplishments.

We hope you find this issue informative and we look forward to receiving your feedback on the new layout. Please send any comments or suggestions for future issues to us at [magazine.suggestions@securitasinc.com](mailto:magazine.suggestions@securitasinc.com).

Sincerely,



Bill Barthelmy

### Specialized Training Enhances Service at Cultural and Educational Institutions

**Supervisors, officers and staff working at cultural, educational and other public institutions soon will have additional opportunities to hone their knowledge and skills.**

Securitas USA has partnered with the International Foundation for Cultural Property Protection (IFCPP) to become the first contract security provider authorized to deliver in-house training of the Certified Institutional Protection Supervisor (CIPS) course. The instructors, in turn, will conduct training sessions for Securitas USA teams working at various institutions.

The training, which combines classroom instruction and role-playing scenarios, focuses on specific skills that relate to the protection of high-value assets in public settings. In addition to a review of security basics, such as the role and responsibilities of private security officers, the training addresses topics including conflict resolution techniques, emergency response procedures and code of conduct requirements.

Officers who have completed the training, including the Securitas USA team at the Sterling and Francine Clark Art Institute in Williamstown, MA, say the instruction is valuable.

"It's a reminder of the important role we play here," says Securitas USA Supervisor Carole Lambert-Supernus. "We're not just officers standing in a gallery helping to protect valuable paintings. We're also front-line representatives of the museum, here to help with the safety and comfort of visitors."

Providing a high level of customer service is a priority at the Clark, a museum renowned for its extensive collection of European and American art. The Securitas USA team combines a high-profile security presence while delivering friendly, helpful service to the 200,000 people who visit the museum each year. Visitors remain aware that the security of priceless masterpieces by artists such as Monet, Degas, Picasso and Renoir is paramount, and that all galleries are constantly monitored, both physically and electronically. At the same time, officers help maintain a welcoming environment for visitors. They are familiar with the collection and are happy to briefly answer questions or direct.

See Specialized Training #2



Securitas USA Security Team at Sterling and Francine Clark Art Institute

ISSUE • 2 • 2012

2	Meritz: A partnership based on performance
3	Spotlight on Safety: Helping to reduce potential hazards
4	National Industrial Security Program knowledge leader
5	Advancing security careers through education and training
6	Security Officers of the Year - 2011
7	Someone You Should Know: Jared Brown, Site Supervisor
8	Service Notes
12	Veterans Working for Securitas USA
16	Training Talk: The workplace is no place for horseplay



## ADDITIONAL INCENTIVES

- Securitas USA has a program in place to motivate our employees by providing them with an avenue of communication from the local office to the top of our executive management team. We employ the use of our awareness program called Securitas Hotline to allow all of our employees a means to anonymously express their concerns without any fear of reproach. All of our officers receive a wallet card with the toll free Securitas Hotline number and are urged to use this program if their concerns cannot be properly handled at the local or region level. The hotline is open 24-hours a day, 7-days a week.
- We survey our officers periodically to determine how we can continue to improve our work environment. This survey gives us information to develop new programs to improve officer morale and ultimately their effectiveness on the job. After we determine general areas of concern, we solicit responses from the field personnel on methods for improvement. These suggestions are reviewed and implemented whenever possible. In addition, we will not make suggestions based upon motivational effectiveness until we have surveyed our officers for its potential effectiveness.
- Our employees' achievements are also highlighted in the various publications we produce and distribute, such as local newsletters and our corporate management newsletter. In addition, we produce many other publications to provide Securitas USA a means of informing our employees and clients about company and security industry-related trends, news, events, services and new technologies.



# MY REWARDS



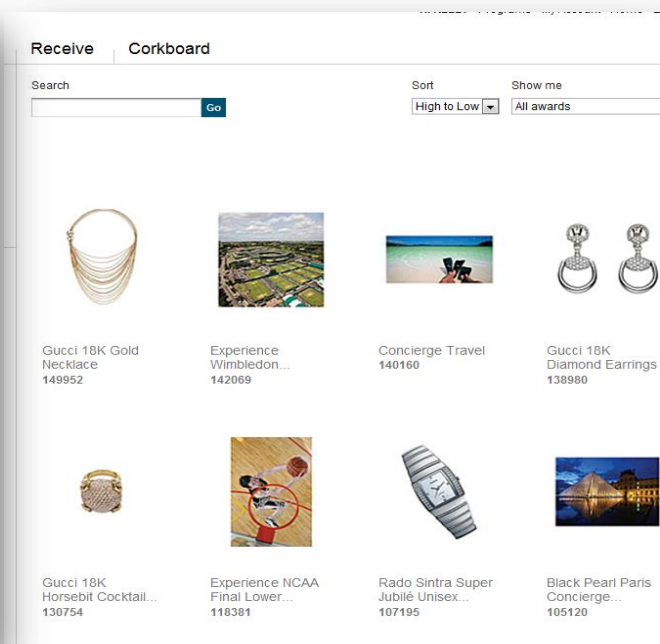
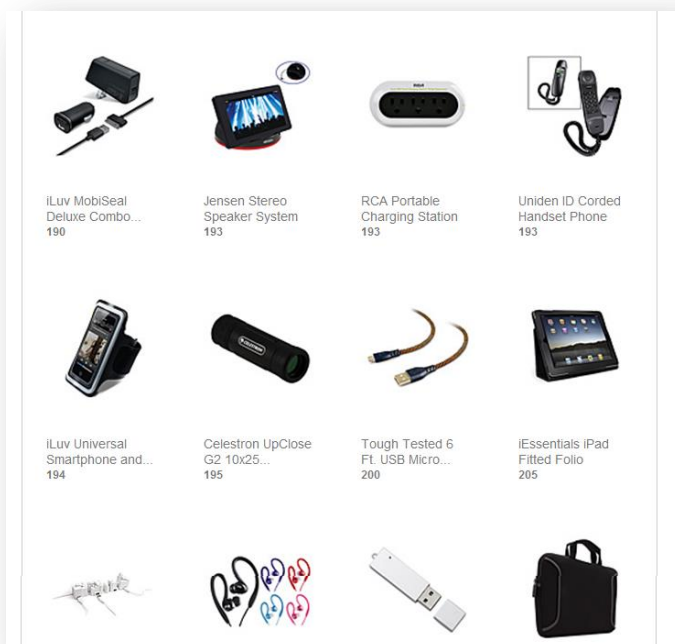
## MY REWARDS PROGRAM

In 2013, Securitas introduced a new program designed to incentivize and recognize employees for continued employment, safety practices and participation in ongoing training initiatives. Qualifying officers collect points based on performance, tenure and other key metrics – these points can be used to earn attractive rewards. The My Rewards program serves to achieve the following:

- Focus on the critical first year to improve officer retention
- Welcome new security officers into Securitas culture from start of employment
- Create expectation that great work will be recognized
- Reinforce that Securitas is an organization that provides opportunity and is focused on the well-being of its employees
- Foster understanding and adoption of core values of Integrity, Vigilance & Helpfulness

There are numerous ways officers can earn points by taking part in a qualifying activity, including: client or peer recognition, recruitment referrals, safety meeting attendance, accident free site recognition, on-the-spot awards, sales referrals, and many more activities. The number of My Rewards Points earned increases as an officer hits defined tenure milestones (> 6 month, > 1 year, 2 years +).

The My Rewards Program has proven to be quite successful in the early phases of the program introduction. Feedback from our officer Corp has been overwhelmingly positive. Should we be awarded the contract, we would work with each client site to define specific reward metrics, or qualifying activities, to drive site specific performance.





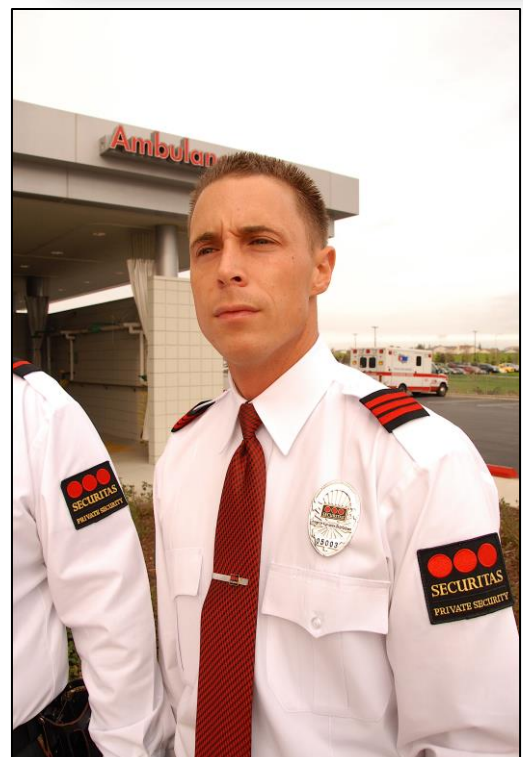


## DC RANCH UNIFORMS

To be fully effective, a security officer should be highly visible. We have found that one of the most practical methods of accomplishing this is to make sure that every Security Officer on post is well uniformed with the Securitas emblem clearly in evidence.

It is the policy of Securitas to supply and maintain very high quality uniforms for all of its uniformed Officers. In addition to their cautionary effect on those people who come in contact with them, they also are an extra cause for self-esteem on the part of the Officers who wear them.

We have an understanding of the RFP requirements along with the DC Ranch Preferences-white shirts, black pants, black shoes and belt along with name tag and DPS approved Securitas badge. Each Officer will be responsible for cleaning of the uniforms but NOT the cost of the uniforms. Securitas replaces all uniforms when needs at no cost to the officer.



# PEOPLE

## RECRUITING

At Securitas USA, our business is based on people. Therefore, Securitas USA has developed and produced an extensive manual to support our field personnel in recruiting, hiring and leading employees. The recruiting guideline includes recruiting strategies, programs and processes to effectively attract the right people to our company. Recruiting functions are handled by the human resources manager of each local office servicing DC Ranch Association.

Recruiting sources include our recruiting web page ([www.Securitasjobs.com](http://www.Securitasjobs.com)), local newspapers, college campus

placement centers, state employment commissions/development departments, veterans' groups, senior organizations, city and county social service agencies, private industry councils, JTPA programs, vocational centers, military organizations, civil police offices, job fairs, specifically targeted groups and employee referrals (referral bonuses), and numerous other qualified employment sources listed in our best practices. In low unemployment areas, we may offer sign-on bonuses (based on length of employment).

To complete the picture of attracting a talented workforce, Securitas USA has developed the position of recruiter/retention specialist that is utilized at selected branch offices. Once we have hired the best, we must retain them. To insure that competitive wages are paid, Securitas USA uses wage survey data from the Economic Research Institute to validate the officer's wages vs. those paid in each U.S. metropolitan area.

In cases where we assume responsibilities from incumbent providers or in-house personnel, our goal is to recruit and retain as many qualified incumbent personnel who are found suitable for employment with Securitas USA. We take seriously our responsibility to select only those security officers who possess the appropriate skills, qualifications and aptitudes for each client location. Every officer we hire has undergone personal interviews, reliability testing and reference checks to determine our comfort level with the individual's ability to represent Securitas USA and our clients in a professional manner. We then screen officers to help to provide a good match between the officer's aptitudes and our client's site.

Securitas USA takes a serious and consistent view on increasing retention and making Securitas USA the employer of choice. Our focus on retention begins as an applicant completes our hiring paperwork. We strive to make every person who walks through our doors feel special. Continued focus on retention occurs with individual visits (or calls) to newly hired security officers to discuss anything that might be on the officer's mind. Securitas USA also uses a series of branch and region awards which recognize excellent work and consistently promote on-going education and development.





## THE TALENT NETWORK

Securitas utilizes the Talent Network to help with recruiting efforts.

- The Talent Network is an always on recruitment technology that allows us to proactively attract a pipeline of people interested in working for Securitas.
- Once a member, candidates will receive real-time, relevant alerts with recommended job opportunities – automatically staying engaged with top talent.
- This technology has allowed us to maintain a strong database of potential employees at all times; positioning us to quickly bring on the best employees for our open positions.
- Arizona currently has 3,783 candidates within the local talent network-79% are now available to come to work at Securitas.
- To learn more about the Securitas Talent Network, please visit: <http://www.jobs.net/jobs/Securitas-USA/en-us/join>

The screenshot shows the Securitas USA website. At the top is the Securitas logo and a navigation bar with links: Home, About Us, We Invest In You, Meet an Everyday Hero, Featured Careers, and All Jobs. The main banner features a security officer in uniform talking on a radio, with the text: "At Securitas we offer an opportunity to build relationships in an exciting career." Below this is a red button that says "Join Our Talent Network".

Below the banner is a section titled "ARE YOU LOOKING FOR A NEW CAREER?" with the text: "Check out these current opportunities: Business Development Manager Jobs". To the right is a "Search Careers" section with input fields for "Keywords" and "Location", and a red "SEARCH" button.

Below the search section is a video player showing a Securitas logo and the text "Welcome Login". Below the video player is a section titled "KEY JOB OPPORTUNITIES AT SECURITAS SECURITY SERVICES USA:" with the following list:

- Shale Gas Project Manager Pittsburgh, PA
- Scheduling Manager Downers Grove, IL
- SECURITY OFFICER JOB FAIR - Friday 7/26/13 Downers Grove, IL
- Customer Service Representative - Security Specialty Yakima, WA
- Sales Administrator Omaha, NE

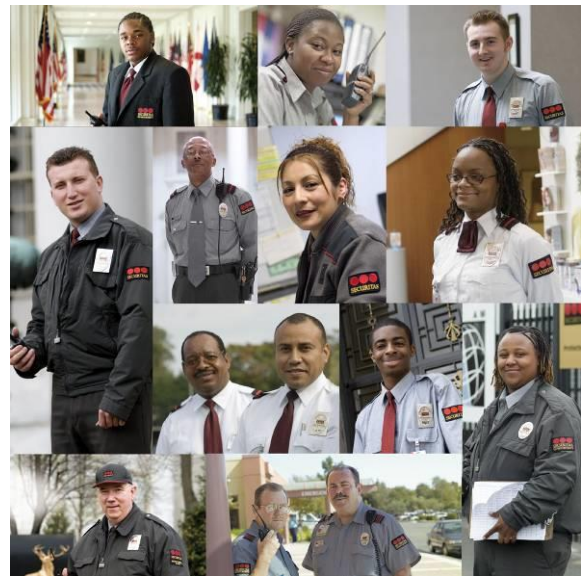
At the bottom of the page is a red button that says "View All Jobs".



## SELECTION AND HIRING OF PERSONNEL

At Securitas USA, our employees are our product, so hiring the right people is critical to our success.

Securitas USA selected Kronos Inc's Enterprise Talent Suite™ to hire and develop the best workforce in the industry. With Kronos, Securitas USA has the ability to source and prescreen candidates, administer online assessments to select the best security officers, and conduct background and drug screening before assignment. Moreover, the Kronos application provides rich analytics and reporting capabilities to gain visibility into critical talent acquisition.



Kronos Inc's Hiring Management System (HMS) includes a new security officer assessment called SEAT (Securitas Employment Assessment Tool) that was specifically developed to find the best security officer candidates. SEAT is discussed below in further detail.

The Kronos HMS is a web-based product that includes an on-line employment application, an applicant tracking tool for our HR staff to manage the hiring process, and a custom on-line assessment. The HMS system is fully integrated with Securitas USA's Human Resources Information System to reduce the time and effort it takes to process new hires. It is also fully integrated with our 3<sup>rd</sup> party vendor for background, drug and WOTC tax credit screening.

The implementation of HMS in Securitas USA's field offices, has had a very positive impact on operations, including:

- increased applicant flow.
- reduced time to hire.
- better utilization of branch office staff.
- improved screening and hiring tools.
- better hiring statistics to focus on process improvements.
- compliance with company policies and procedures.
- compliance with federal, state and local regulations.

HMS allows, Securitas USA applicants to complete their applications on-line anytime of the day or night. This allows Securitas USA recruiters to evaluate fully screened and tested applicants prior to interviewing them. Interviews can be scheduled and applicant traffic can be better managed. The increase in the number of qualified applicants has allowed Securitas USA to be more selective in whom we hire.



## SECURITAS EMPLOYMENT ASSESSMENT TOOL (SEAT)

All Securitas USA security officer candidates must successfully complete the Securitas Employment Assessment Tool (SEAT) as part of the application process.

The Securitas Employment Assessment Tool (SEAT) is a tool used as part of Securitas USA's pre-screening process. The tool was created specifically for Securitas USA and is comprised of custom content questions designed to assess an applicant's ability and readiness to perform the functions of a security officer for Securitas USA. The questions were developed by Securitas USA subject matter experts based on the knowledge, skills, abilities and personal characteristics that a security officer must possess on the first day of the job.

The SEAT is administered as part of the online application process. The questions describe real life situations that security officers will encounter on the job. Each applicant receives a numerical score based on the number of questions answered correctly. Based on validated testing with actual Securitas USA applicants, scores are rated as green, yellow or red. The applicant's responses to the questions are forwarded directly to a third party administrator, Kronos, and the results are automatically processed and returned to the branch through a Hiring Management Console (HMC).

## SELECTION PROCESS OVERVIEW

The following is a brief overview of Securitas USA's pre-employment selection process to be used in support of DC Ranch Association. Our step-by-step process goes well beyond the industry norm to focus on selecting world-class employees. In addition, our process identifies candidates who possess those traits we believe are critical to both of our organizations, such as honesty, integrity and a strong customer service orientation suited to the culture and operating environment of DC Ranch Association.

Our security personnel must meet the following minimum hiring standards:

- at least age 18.
- a reliable means of communication.
- a reliable means of transportation.
- the legal right to work in the United States.
- the ability to effectively speak, read and write English.
- a high school diploma or GED.
- willingness to participate in the Company's pre-employment screening process, including a background investigation and drug screen.

Our screening process provides us the reasonable assurance that our prospective security officers:

- have a stable work history.
- have well-developed interpersonal communications skills and professional composure to fit the DC Ranch Association culture.
- can withstand the scrutiny of a thorough interview and background investigation.
- are drug free.
- able to qualify for and obtain a state security officer license, where applicable.
- Required security officer competencies include:



- the ability to provide high quality customer service.
- the capability to exercise good judgment and discretion in all business interactions with others.
- the ability to be an effective team member.
- neatness in dress and grooming.
- the ability to deal courteously, tactfully and effectively with others, both in person and on the telephone.
- the ability to communicate clearly in English with others, both verbally and in writing.
- have initiative, integrity and high ethical standards.
- the ability to maintain professional composure when dealing with unusual circumstances.

## STEP 1: JOB APPLICATION

The purpose of this step is to obtain information that will assist in:

- the pre-screening of applicants.
- the in-depth interviews and background screening with emphasis on employment stability, work experience and personal background. During this step, each candidate is required to complete the following forms:
  - application for employment (available online).
  - evaluation of report writing skills.

During the employment application process, the applicant is required to complete a pre-employment assessment (see below) to evaluate situational judgment traits. Candidates being considered for armed positions are subject to a second profile, the iPAT PSR , that measures a variety of personality traits.

## STEP 2: INITIAL INTERVIEW

The first pre-employment interview is conducted to identify each applicant's skills, work style, personality, career interests and suitability for the position.

## STEP 3: DRUG SCREENING

Securitas USA mandates a drug free workplace. This policy is widely published and communicated throughout our organization. One of the first things an applicant sees when entering a Securitas USA office is a sign that reads, "Say 'No' to Drugs. All applicants will be drug screened. Illegal use, possession and sales have no place in our organization." We partner with Pinkerton Global Screening Solutions, a leading provider of public record information and drug screening services to administer our drug screening program, using iScreen™, an oral fluid based point of contact screen for drugs of abuse, where state law allows.





iScreen™ is a six panel screen and is designed to detect the presence of the most commonly used drugs:

- Marijuana (THC)
- Cocaine
- Opiates
- Methamphetamine
- Amphetamine
- Phencyclidine

iScreen provides results in 15 minutes, with no chance of sample adulteration or cross - contamination. Should a confirmation test be required, Securitas USA utilizes Substance Abuse and Mental Health Services Administration (SAMHSA) certified laboratories to perform gas chromatography and mass spectrometry (GC/MS) tests.

In addition to pre-employment drug screening, Pinkerton Global Screening Solutions assists Securitas USA branch offices through:

- collection/test site identification, legal compliance and management services.
- as required and in accordance with state law, implementation/selection of random drug testing participants and coordination with our branch offices and clients.
- data management, records retention and education and training services.
- quality control services and performance monitoring.
- after normal business hours post-injury/accident drug and alcohol testing services.
- an automated system to receive confidential test results quickly to help expedite the hiring process

Securitas USA can utilize various other drug testing panels to screen for specific types of drugs beyond our standard screen when required by our clients. Securitas USA's Drug-Free Workplace Program also conducts post-injury/accident and reasonable-cause drug and alcohol testing as a matter of company policy. In addition, we can conduct random drug screening in accordance with client requirements and statutory regulations.

## STEP 4: BACKGROUND VERIFICATION

Securitas USA utilizes Pinkerton Global Screening Solutions, to conduct pre-employment background verifications that meet or exceed state security officer licensing requirements.

Our required background verification includes the following:

- military service - (DD 214) - nature of separation.
- criminal records check of both misdemeanors and felonies for a seven year residence and work history (or as required by state statutes).
- credit check (when required for legitimate business reasons by our clients).
- Social Security number trace.
- Department of Motor Vehicles driver's license search for all driving positions.
- former employment verification-past 7 years.
- reference checks.
- higher education degree verification.



## STEP 5: ASSIGNMENT/SCHEDULING MEETING

Final administrative processing and documentation is accomplished during this step, as well as the fitting and issuance of uniforms and equipment. The contingent employee meets with the scheduler to discuss specific issues and performance expectations of DC Ranch Association.

## STEP 6: SITE INTERVIEW

Tentative assignment is made and our client representative is notified. When requested by our clients, contingent employees are sent to the client site for a final review. We understand the importance that our clients desire us to place on the careful selection of security personnel. We are committed to providing the most qualified and high quality security officers available in the local labor market.

## STEP 7: SECURITY OFFICER INTRODUCTION/EXAMINATION

Contingent employees are required to undergo an introduction session to review security-related video presentations. This program establishes a core base of security knowledge enabling our security officers to contribute from day one. An exam is given covering the following areas:

- Basic Security Officer Responsibilities
- Public Relations
- Communication and Reporting
- Safety Techniques of Patrol
- Emergency and Fire Prevention
- Basic First Aid, Safe Driving
- Client Relations
- Hazardous Material Communications

## STEP 8: CONFIRMING WORK AUTHORIZATION THROUGH E-VERIFY

Securitas USA is a federal contractor and is required to participate in E-Verify. E-Verify allows Securitas USA to electronically compare employee work authorization information taken from the Form I-9 against the Social Security Administration and Department of Homeland Security's data bases. Securitas USA is able to confirm employment eligibility within seconds.



## *Securitas Security Services, USA*

### *Training Proposal: DC Ranch*

**Type:** Homeowner's Association

**Submitted by:** Pat MacArthur, AZ Area Training Mgr.

For DC Ranch, Securitas wants to ensure that our company meets your specific needs and security objectives of providing a friendly, professional & safe environment for your residents, their visitors and association employees. We will strive to develop our Account Manager, Security Supervisors and our security officers through progressive training to ensure that they continue to grow not only as security professionals but also as customer service specialists. By continually developing our staff, we want our security team to become a valuable asset to the DC Ranch family.

The following is an example of a training plan that has been customized for DC Ranch utilizing the resources of the Securitas Center for Professional Development (SCPD) and other federal sources to ensure the continuous training & development of our staff. These training items can be delivered in a variety of formats including: On-the-job (OJT) training; Securitas online Learning Management System (LMS); and other (OTH) training formats (classroom, self-study; use of outside training certification programs).

It would be Securitas' desire, if awarded the contract, to work with our client to further refine this training plan to ensure that it not only meets but exceeds the expectations of DC Ranch.

#### ***Pre-assignment Training—Security Officers/Concierge Officer***

Training Description	Hrs.	LMS	OTH
Security Guard Card License Class ( <u>Testing administered on all components;</u> successful completion required before submission for licensure). <ul style="list-style-type: none"> <li>Security responsibilities; ethics/professionalism; harassment; limits to authority; communications; fire safety; reports; emergency response.</li> <li><b>Recurring training</b> (2 years); to maintain AZ DPS security guard license.</li> </ul>	8		X
Securitas Pre-Assignment Training ( <u>Testing administered on all components;</u> successful completion required before hire). <ul style="list-style-type: none"> <li>Security role; service; diversity; loss prevention; emergency response.</li> <li>Securitas values: integrity, vigilance, helpfulness.</li> </ul>	8		X

#### ***Initial Training – Security Officers (Hours varied by Post Needs)***

Training Class & Description	OJT/OTH
Post Order Review, Drill Exercises & Testing w/in 30 days of assignment to post to include but not limited to; access control procedures, patrol requirements, emergency response, the physical layout of site, customer service requirements, appearance standards, attendance standards and chain of command/emergency contacts.	X

Training Class & Description	OJT/OTH
Safe Driving Certification (within 5 days of assignment)	X
Securitas Gated Community Officer Development Program (required within 30 days of assignment to post) which includes: what a gate community is, security goals for a gated community, the 4 W's of access control, customer needs in a gated community, incident response, patrol methods, traffic/parking enforcement and reporting.	X
Access Control Software Training/Requirements – how to use, drill exercises to ensure knowledge/skills are met, procedures for outages.	X
Customer Service; interaction with residents, visitors and association employees. Policy enforcement vs. customer needs.	X
Report requirements ( <i>specific to DC Ranch's forms and processes</i> )	X
Fire Extinguisher Training which includes: types of extinguishers vs. types of fire, live extinguisher discharge exercises. (within 30 days of assignment)	X
Snake Handling (within 30 days of assignment)	X
First Aid/CPR/AED (Heartsavers) (within 30 days of assignment)	X
Critical Incident protocols; Emergency Response protocols; Site Operations Plan for items such as; <ul style="list-style-type: none"> <li>Assisting with emergency response, medicals, &amp; law enforcement responders</li> <li>Power failure / Equipment failure</li> </ul>	X

#### **Ongoing Monthly Training Plan — Gate Officers**

Training Description	Hrs.	LMS	OTH
Customer Service Excellence / Essentials	2	X	
Access Control Fundamentals / Equipment	2	X	
Perimeter & Vehicle Access Control	1	X	
Report Writing Techniques / Report Writing for Business Results	2	X	
Emergency Response	1	X	
Telephone & Radio Communications	2	X	
Dealing with Difficult Customers / Diffusing Anger & Violence Techniques	2	X	
Hazards and Near Miss Identification	2	X	
Verbal Judo for Conflict Resolution	1	X	
Fire Safety Training	2	X	X
Egress and Emergency Action Plans	1	X	
Harassment and Discrimination Training in the Workplace	2	X	X
Law & Order / Limits to Authority	2	X	
ACT 1—Advanced Certification Training for Officers, Level 1 <ul style="list-style-type: none"> <li>Professionalism; service excellence; perimeter &amp; access controls; reports.</li> </ul>	4	X	X
ACT 2—Advanced Certification Training for Officers, Level 2 <ul style="list-style-type: none"> <li>Crowd control; fire prevention; information security; crime scenes.</li> </ul>	4	X	X
ACT 3 – Advanced Certification Training for Officers, Level 3 <ul style="list-style-type: none"> <li>Workplace violence; traffic control &amp; parking lot security; emergencies.</li> </ul>	4	X	X



### ***Ongoing Monthly Training Plan — Patrol Officers***

<b>Training Description</b>	<b>Hrs.</b>	<b>LMS</b>	<b>OTH</b>
Customer Service Excellence / Essentials	2	X	
Patrol Techniques and Tips	1	X	
Report Writing Techniques / Report Writing for Business Results	2	X	
Emergency Response	1	X	
Responding to Medical Emergencies / Blood borne Pathogens	1		X
Telephone & Radio Communications	2	X	
Dealing with Difficult Customers / Diffusing Anger & Violence Techniques	2	X	
Hazards and Near Miss Identification	2	X	
Verbal Judo for Conflict Resolution	1	X	
Fire Safety Training	2	X	X
Egress and Emergency Action Plans	1	X	
Harassment and Discrimination Training in the Workplace	2	X	X
Law & Order / Limits to Authority	2	X	
ACT 1—Advanced Certification Training for Officers, Level 1 • Professionalism; service excellence; perimeter & access controls; reports.	4	X	X
ACT 2—Advanced Certification Training for Officers, Level 2 • Crowd control; fire prevention; information security; crime scenes.	4	X	X
ACT 3 – Advanced Certification Training for Officers, Level 3 • Workplace violence; traffic control & parking lot security; emergencies.	4	X	X

### ***Initial Training – Account Manager / Shift Supervisors (Hours varied by Post Needs)***

<b>Training Class &amp; Description</b>	<b>OJT</b>
Supervisor Site Orientation including; client expectations, site training requirements, officer position requirements, our client service plan to meet expectations and their role in the site plan.	X
Post Order Review, Drill (Team) Exercises & Testing w/in 30 days of assignment to post • Chain of command & notifications; familiarity of physical layout of site, facility requirements.	X
Coaching & Counseling Training; how to properly conduct, proper documentation, & follow-up with employees.	X
Accident Investigation Training ; injuries on site, what to do, who to call	X
Management of Employees to include: Wage & Hour training; leaves of absence, & creation of initial/ongoing training plans for employees.	X
Computer skills development to include; usage of client software, email and messaging, security protocols.	X
Officer Development Training to include; setting employee goals, managing performance and conducting performance reviews.	X
Critical Incident protocols; Emergency Response protocols; Site Operations Plan • Role of the Supervisor / their team in the emergency response team at DC Ranch	X

### ***Ongoing Training—Account Manager & Shift Supervisors***

<b>Training Description</b>	<b>Hrs.</b>	<b>LMS</b>	<b>OTH</b>
Root Cause Analysis Training for Supervisors	2	X	
CSSP—Certified Security Supervisor Program, Module 1 <ul style="list-style-type: none"> <li>• Role of the supervisor; risk management</li> </ul>	6	X	X
CSSP—Certified Security Supervisor Program, Module 2 <ul style="list-style-type: none"> <li>• Coaching &amp; counseling others; productive work environment</li> </ul>	6	X	X
CSSP—Certified Security Supervisor Program, Module 3 <ul style="list-style-type: none"> <li>• Managing performance; goal setting, motivating employees</li> </ul>	6	X	X
CSSP—Certified Security Supervisor Program, Module 4 <ul style="list-style-type: none"> <li>• Service excellence; meeting client needs; Final exam</li> </ul>	6	X	X
FEMA IS-120.A An Introduction to Emergency Exercises	5		X
FEMA IS-230.D Fundamentals of Emergency Management	6		X
FEMA IS-235.B Emergency Planning	1		X
FEMA IS-240.B Leadership and Influence	3		X
FEMA IS-241.B Decision Making and Problem Solving	2		X
FEMA IS-242.B Effective Communication	8		X
FEMA IS-244.B Developing Managers and Volunteers	4		X

### ***Specific Ongoing Training (After Completion of Prior Ongoing Training) —Account Manager***

<b>Training Description</b>	<b>Hrs.</b>	<b>LMS</b>	<b>OTH</b>
Community Emergency Response Team Certification	20		X
SSM—Securitas Security Management Program, Level 1 <ul style="list-style-type: none"> <li>• Managing uniformed security operations; conduct site operational analysis</li> </ul>	4	X	X
SSM—Securitas Security Management Program, Level 2 <ul style="list-style-type: none"> <li>• Risk analysis; integrated protection systems &amp; physical security planning</li> </ul>	10	X	X
SSM—Securitas Security Management Program, Level 3 <ul style="list-style-type: none"> <li>• Expanded examination: Risk analysis, risk assessment &amp; risk management</li> </ul>	6	X	X
SSM—Securitas Security Management Program, Level 4 <ul style="list-style-type: none"> <li>• Convergence of physical security w/information technology; Final exam</li> </ul>	6	X	X



## SECURITY OFFICER RETENTION PLAN FOR DC RANCH

A key ingredient to successful retention is recruitment and skill-set evaluation; placement of proper personnel in a position from the onset. Our recruitment and hiring of DC Ranch security personnel will be focused on:

- Military or LE experience preferred
- Proven high-end HOA experience
- Computer/technology proficiency
- Customer Service Experience

Although pay is very important, security officers want & feel that they have value. Providing officers the opportunity to learn, train, and gain experience provides that sense of value/worth. We believe establishing a merit/training based compensation model at DC Ranch will help with officer retention.

### **Beginning Officer: Pay Rate \$13.00**

- Orientation Training
- CPR/FIRST AID/AED
- Fire Extinguisher Training
- Successful completion of Post Order Test & Security Drill Exercises
- Gated Community Development Program Level 1 Within 90 days
- Securitas Gated Community Training
- Access Control Fundamentals/Equipment
- Customer Service Excellence/Essentials
- Perimeter & Vehicle Access Control
- Telephone & Radio Communications
- Report Writing Techniques/Writing for Business Results
- Advanced Certification Level 1
- Complete 90 day Probationary Period
- Maintain Excellent attendance record
- Maintain uniforms and equipment
- Receive excellent scores on inspections and spot checks

### **OFFICER I: Pay Rate \$13.25**

- Complete 90 days of service at DC Ranch
- Gated Community Development Program Level 2 due within 180 days
- Emergency Response
- Dealing with Difficult Customer/Diffusing Anger & Violence Techniques
- Hazard and Near Miss Identification
- Fire Safety Training
- Egress and Emergency Action Plans
- Advanced Certification Level 2
- Maintain Excellent attendance record
- Maintain uniforms and equipment
- Receive excellent scores on inspections and spot checks
- Score an acceptable rating on performance evaluation

**OFFICER II: Pay Rate \$13.60 (5% increase in six months)**

- Complete 180 days of service at DC Ranch
- Gated Community Development Program Level 3 within 365 Days
- Harassment & Discrimination
- Law & Order
- Limits to Authority
- Verbal Judo for Conflict Resolution
- Advanced Certification level 3 Training
- Maintain Excellent attendance record
- Maintain uniforms and equipment
- Receive excellent scores on inspections and spot checks
- Acceptable rating on performance evaluation
- One year of Service
- Pay Rate \$13.75
- 5% merit based annual increases thereafter (acceptable rating on performance evaluation)

**PATROL OFFICER I (non-supervisory): Pay Rate \$13.50**

- Gated Community Patrol Officer Development Program
- Securitas Gated Community Training
- AED/CPR/First Aid Training
- Responding to Emergencies / Blood borne Pathogens Training
- Security Awareness Training
- Fire Extinguisher Training
- Snake Handling
- Customer Service Essentials/Excellence
- Patrol Techniques & Tips
- Report Writing / Writing for Business Results
- Telephone & Radio Communication
- Dealing with Difficult Customers
- Hazards and Near Miss Identification
- Verbal Judo for Conflict Resolution
- Fire Safety Training
- Egress and Emergency Action Plan
- Harassment and Discrimination
- Law & Order
- Limits to Authority
- Advanced Certification Training Levels 1, 2, & 3

### **PATROL OFFICER II (shift supervisor): Pay Rate \$14.00**

- Gated Community Supervisor Development Program
- Certified Securitas Supervisor Program
- Team Development
- Coaching and Counseling of Employees
- Managing Employee Performance
- Client Service Skills for Managers/Supervisors
- Employee Relations Training
- Risk Management Training
- FEMA Professional Development Courses
- Introduction to Emergency Exercises
- Fundamentals of Emergency Management
- Emergency Planning
- Leadership and Influence
- Decision Making and Problem Solving
- Effective Communication
- Developing Managers and Volunteers

Security Officers want/need frequent and positive feedback regarding their performance. Again, this helps validate their worth to the organization. In addition to the merit/training based compensation plan, officers will be recognized and rewarded in other ways. This positive feedback and recognition will also help officer retention:

- 90 day performance evaluation
- 180 day performance evaluation
- One year performance evaluation and annually thereafter.
- My Rewards Points for Attendance
- My Rewards Points for Appearance
- My Rewards Points for Client/Customer Recognition
- My Rewards Points for Outstanding Performance
- My Rewards Points for Accident Free Driving
- Officer/Supervisor of the Month Award opportunity-Securitas Arizona Branch
- Officer of the Month Award @ DC Ranch
- Ability to work as the Safety Officer for DC Ranch

## **SECURITY STAFF RETENTION INCENTIVE-PENALTY PLAN**

Reviewed Quarterly: **90%** retention or greater of Securitas Security Staff, Client will pay Securitas a Retention Incentive amount of \$1,000.00. Possible annual amount to be paid by DC Ranch Association: \$4,000.00

Reviewed Quarterly: less than **90%** retention of Securitas Security Staff, Securitas will pay Client a Penalty amount of \$1,000.00. Possible annual amount to be paid by Securitas: \$4,000.00.



## HOURLY RATES FOR BEGINNING SECURITY TEAM

Position	Hours per Week	Hourly Pay Rate to Office	Hourly Bill Rate	Overtime Rate
Account Manager	40	\$24.04/50K Annual	\$32.73	N/A-Salary
Patrol Supervisor	168	\$14.00	\$19.92	\$29.88
Patrol Officer I	205	\$13.50	\$19.28	\$28.92
Security Officer I	1048	\$13.00	\$18.62	\$27.93
Estimated Monthly Spend for Officers=			\$122,122.00	
Estimated Annual Spend for Officers=			\$1,465,464.00	

## HOURLY RATES WITH MERIT BASED PLAN-IF APPROVED BY DC RANCH

Position	Pre-Increase Pay Rate	New Pay Rate Based on Merit Increase	New Hourly Bill Rate with Merit Increase	Overtime Rate
Patrol Officer I	\$13.50	\$13.75	\$19.66	\$28.87
Security Officer II	\$13.25	\$13.60	\$19.45	\$19.66
Security Officer I	\$13.00	\$13.25	\$18.95	\$27.88

### Bill rates include the following items:

- 1 Electric Golf Cart for use while onsite.
- Cell phone for use by Account Manager.
- Medical Benefits for all Officers.
- 2 PC Computers and 1 Printer for use while onsite.
- Office Supplies for 4 gatehouses NOT including the Westgate.
- PPE Gear for snake removal for Officers.
- Site Specific training plan for DC Ranch Association-with designated area trainer.
- Holiday pay for the following holidays: New Year's Day, Labor Day, Independence Day, Memorial Day, Thanksgiving Day, Christmas Day.
- Complete uniforms for each season, including replacements as needed.
- Recruitment, background screening and hiring costs.
- Employee wages, payroll taxes and insurance.
- Department of Homeland Security SAFETY Act liability protection.
- Excellence in Service performance recognition program.
- Branch award qualification for Officer of the Month, Officer of the Quarter and Officer of the Year.

- Free life insurance and paid vacations: 1 week at one year; 2 weeks at five years; 3 weeks at ten years.
- Advanced Certification Training I, II, III with e-learning technology.
- Learning Management System to track completed courses and test scores.
- Monthly service review and planning meetings with local Branch Manager.
- Computer-based post orders, including client emergency response procedures.
- 24-hour National Communications Center.

## VEHICLE PRICING FOR DC RANCH ASSOCIATION

Vehicle Type	Number of Vehicles	Monthly Bill Rate per Vehicle	Total Monthly Spend on Vehicles
2014 Toyota Prius	3	\$1,529.00	\$4,588.00
Estimated Annual Spend based on Two Year Lease=			\$55,059.00
Securitas will hold titles and will maintain all insurance associated with the vehicles listed above. DC Ranch will provide fuel and provide maintenance for the vehicles listed above.			

## PRICING VALIDITY

The prices for security officer and related services as quoted above are valid for a period of 180 days from the date of this proposal as requested in the RFP.



## Patrol Vehicles for DC Ranch

### PATROL VEHICLES

Sometimes security officers need to move quickly around a facility. By deploying a patrol vehicle, we can provide you with a fast, highly visible option.

Securitas will provide DC Ranch Association with one electric golf cart and three Toyota Hybrid Vehicles for use while onsite. The vehicles will be equipped with the necessary security lighting along with Securitas Security Magnets to be easily identifiable. The cost for the golf cart is included in the hourly rate however the cost for the hybrid vehicles are broken out as a line item on the DC Ranch Association cost breakout page under reoccurring monthly service cost.



2014 Electric Golf Cart



Toyota "Hybrid" Prius

## Officer Equipment for DC Ranch

Securitas will provide all required equipment listed in the RFP. The Account Manager will have a cell phone-we included this in the hourly rate. Securitas will also supply the 2 computers and 1 printer requested in the RFP. The cost for this equipment as well as the basic office supplies for the 4 gatehouses is included in the hourly bill rate. After completing the training, assigned the officers will then be issued these goods for use at DC Ranch.

## CURRENT HOA CLIENTS

HOA Name: **Bellasera HOA**  
Community Manager: Viola Lanam  
Phone Number: 480-390-6755  
Email: [vlanam@aamaz.com](mailto:vlanam@aamaz.com)  
Year of Service: 14 years  
Hours per Week: 140 HPW  
Officer Duties: Access Control/Gatehouse

HOA Name: **Biltmore Shores**  
Community Manager: Trisha Morrison  
Phone Number: 602-263-7772  
Email: [trisha@mgiproperties.com](mailto:trisha@mgiproperties.com)  
Year of Service: 10.5 years  
Hours per Week: 168 HPW  
Officer Duties: Access Control/Gatehouse

HOA Name: **Camello Vista**  
Community Manager: Melody Sanders  
Phone Number: 480-998-1770  
Email: [Office-camellovistahoa.com](mailto:Office-camellovistahoa.com)  
Year of Service: 3 years  
Hours per Week: 42 HPW  
Officer Duties: Community Bicycle Patrol

HOA Name: **Casabella**  
Community Manager: Kathy Knecht  
Phone Number: 602-396-5181  
Email: [Kathy@connect2management.com](mailto:Kathy@connect2management.com)  
Year of Service: 2 years  
Hours per Week: 72 HPW  
Officer Duties: Access Control/Gatehouse

HOA Name: **Corte Bella Country Club Association**  
Community Manager: Mike Arrington  
Phone Number: 623-328-5068  
Email: [Michael.arrington@fdresidential.com](mailto:Michael.arrington@fdresidential.com)  
Year of Service: 9 years  
Hours per Week: 155 HPW  
Officer Duties: Access Control/Gatehouse/Community Patrol

HOA Name: **Happy Trails Community Association**  
Community Manager: Michelle Phillips  
Phone Number: 623-584-0066 ext. 2114  
Email: [happytrails@htresort.com](mailto:happytrails@htresort.com)  
Year of Service: 3.5 years  
Hours per Week: 376 HPW  
Officer Duties: Access Control/Gatehouse/Community Patrol

HOA Name: **Lost Canyon**  
Community Manager: Trisha Morrison  
Phone Number: 602-263-7772  
Email: [trisha@mgiproperties.com](mailto:trisha@mgiproperties.com)  
Year of Service: 6 years  
Hours per Week: 168 HPW  
Officer Duties: Access Control/Gatehouse

HOA Name: **The Rocks Club**  
Community Manager: John Schnautz  
Phone Number: 480-889-8117  
Email: [jschnautz@troongold](mailto:jschnautz@troongold)  
Year of Service: 7 years  
Hours per Week: 56 HPW  
Officer Duties: Access Control/Gatehouse

HOA Name: **Sandpiper**  
Community Manager: Pam Polo  
Phone Number: N/A  
Email: [Azsandpiper3@aol.com](mailto:Azsandpiper3@aol.com)  
Year of Service: 11 years  
Hours per Week: 168 HPW  
Officer Duties: Access Control/Gatehouse

HOA Name: **Spanish Oaks**  
Community Manager: Cindy Brehm  
Phone Number: 480-551-4300  
Email: [cindy.brehm@fsresidential.com](mailto:cindy.brehm@fsresidential.com)  
Year of Service: 16 years  
Hours per Week: 112 HPW  
Officer Duties: Access Control/Gatehouse

HOA Name: **Lost Canyon**  
Community Manager: Trisha Morrison  
Phone Number: 602- 263-7772  
Email: [trisha@mgiproperties.com](mailto:trisha@mgiproperties.com)  
Year of Service: 6 years  
Hours per Week: 168 HPW  
Officer Duties: Access Control/Gatehouse

HOA Name: **The Venu @ Grayhawk**  
Community Manager: Mayme Wilhelm  
Phone Number: 480-941-1077  
Email: [mayme@apm-management.com](mailto:mayme@apm-management.com)  
Year of Service: 1.5 years  
Hours per Week: 48 HPW  
Officer Duties: Community Bicycle Patrol

HOA Name: **Windgate Ranch**  
Community Manager: Silvia Vilbrandt  
Phone Number: 480-551-4523  
Email: [silvia.vilbrandt@fsresidential.com](mailto:silvia.vilbrandt@fsresidential.com)  
Year of Service: 7 years  
Hours per Week: 212 HPW + 2 mobile inspections per night  
Officer Duties: Access Control/Gatehouse/Community Patrol/Mobile Inspections



## **PROPOSAL DOWNLOAD RECEIPT**

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