

# Elite Protection Services Response

DC Ranch Association

RFP #970158



An ABM Company



**Presented to:**

DC Ranch Association  
Sandra Breiling  
Property Manager

**Presented by:**

ABM/Elite Protection Services  
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October 16, 2014

October 16, 2014

Sandee Breiling  
Property Manager  
DC Ranch Association  
20555 N. Pima Road, Suite 140  
Scottsdale, AZ 85255

Dear Sandee,

Selecting a partner for the important responsibility of delivering a quality security program is a critical task with significant implications on your community and its residents. At ABM's Elite Protection Division, we are proud to provide you with the best-in-class for residential security. Our officers are highly trained specialists in the security field. Our team also comes to you with the highest level of training in customer service, bringing a standard of professionalism that is unsurpassed.

ABM's Elite Protection is a very unique security division, offering the perfect blend of highly trained security professionals with innovative security technologies including the extensive use of ABDI, thermal cameras, tag recognition software and mobile community management tools. Just as important to our understanding of technology is our emphasis on teamwork. We credit our successful integration into the communities we serve with our

After touring DC Ranch, we are confident we are not only able to walk in "turn-key", but also use components of ABDI consistent with incident reporting, work order systems and patrolling that are seldom used in most communities.

The accompanying proposal provides a comprehensive response to all of the requirements outlined by DC Ranch Association as previously discussed and outlined in your RFP. While we are proposing our benefit-rich, high caliber "Elite" platform, it is very scalable and we do have the ability to customize a more cost-effective program, should you desire.

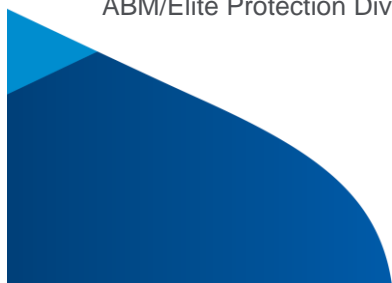
We truly hope for the opportunity to present to you and your board, the unique capabilities of our highly specialized, boutique security division and show you how and why our ability to perform contracted security is beyond reproach. Our entire organization stands behind this proposal and all of the commitments made to DC Ranch Association.

We look forward to the possibility of our team becoming a part of the DC Ranch team as your trusted partner in security. If there is any additional information I might provide, please don't hesitate to contact me. All of us at ABM/Elite Protection Division are ready to put our solutions to work for you.

Sincerely,

*Kat Quevedo*

Kat Quevedo  
ABM/Elite Protection Division



# PGA National Community

## Elite Protection - Security Services



### INTRODUCTION

The exclusive collection of communities making up PGA National include 5500 homes and 8 gatehouses spreading across over 2340 beautiful acres in luxurious Palm Beach Gardens. The community features five golf courses and is home to The Honda Classic® golf tournament each year. ABM contracts over 1800 hours a week on property.

### CHALLENGE

Over the previous 20 years, PGA National maintained the same Security vendor. The Board felt that the vendor had lost site of the emerging needs of the community and failed to offer innovation in Security services. The community is open to the public during the day and lacked accountability of vehicles entering the property.



### SOLUTION

ABM offered PGA National its Elite Protection Services. Elite specializes in uniformed residential security, providing services to numerous high-end Associations. ABM offered an expansion of the Visitor Management platform (ABDI) to include automated incident report management and introduced an interactive tag recognition camera system. This innovation allows for timely visitor transactions at the gate, incident tracking as well as a database of vehicle traffic archived by license plate - which can be cross-referenced with the access system.

PGA National wanted to maintain many of their current staff allowing ABM to hire the existing Site Manager and retain many of the incumbent Officers during the transition. The start-up was executed without flaw and the Board of Directors complimented the professionalism displayed during the turnover. ABM continues to work with the Board at PGA National to be on the forefront of exceptional service.



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# Executive Summary

## What Sets Apart Elite Protection Services from the Competition?

Elite – an ABM Security Services Division - offers a boutique approach and efficient solution to your security needs. As your community's Strategic Business Partner, we work not only to reduce risks, but to create an efficient safety and security program that increases the quality of life for DC Ranch Association resident's, guests and service providers. Below are just a few of the many benefits Elite offers to its clients:

## Award-Winning Technology and Training

ABM continues year after year to invest millions of dollars into training and technology, so that we are better prepared to serve our clients.

Our enhanced officer training delivers a broad range of skills in client service, customer service and public relations. Training starts on the first day and continues throughout the career for all officers. It takes place in classrooms at Elite and ABM branch offices, our online training academy sponsored by PSTN, and on-site at our properties. Training materials include workbooks, streaming video, and online and written tests. Curriculum, post requirements, and documented completion are accessible online at a secure, password-protected website.

Elite offers use of our exclusive technology applications such as our QMS 24-7 and AuditMatic, which support incident report, personnel and critical incident management. Our second-to-none technology platform will allow you on-site benchmarking across your portfolio from officer reporting, to budgeting and invoicing. This technology also will assist in supporting an environmentally-friendly paperless security program.

## Technology - O<sup>3</sup> Training Academy

ABM introduces the industry's first interactive online learning academy powered by Professional Security Training Network's (PSTN) learning management system, PRIMENet™.

Security contractors often tout training programs that over-promise and under-deliver. ABM's O<sup>3</sup> Training Academy provides an interactive online training academy using the most technologically advanced educational solutions available. The verifiable results enable ABM/Elite to train security personnel in more skill areas and more cost effectively.

With more than 70 online courses and tests, the O<sup>3</sup> Training Academy is the most comprehensive security training program online to date. From basic instruction to supervisory training, O<sup>3</sup> Training contributes to employee certification, incentive based compensation, promotion, and a long term career path.

## Training

When it comes to building a quality security team, the right training makes all the difference. With operations across the country, ABM and Elite have the expertise and the resources to meet your requirements for quality security and training.

It is proven that quality-trained security personnel make better long-term, dedicated employees. At ABM, our training goes beyond an introduction to basic security knowledge. Our award-winning on-the-job, web-based and ongoing training programs are designed for all members of the Elite team from our security officers to executive level management. Concentrated training of all ABM staff across the company makes us a stronger security partner.

Our industry-specific training programs ready our security officers and managers for the security challenges and needs specific to your operation. This is a note-worthy difference between ABM and other contract security companies you may have experienced before. Having a security officer on site is not enough; you need a security team that can handle any possible incident or security situation.

ABM is committed to training and engaging our security personnel, resulting in a dedicated staff and lower employee turnover, which directly translates into real benefits for our clientele.

With our Elite Protection Services Division operation we train our DC Ranch Association staff during different phases of their employment. Training starts with the DC Ranch Association orientation to familiarize them with the 19 standards and overall expectations of the property. Secondly, each officer learns the specific job he/she have been assigned, which may be gate, patrol, STOP team or marine patrol operations. Subsequently, each officer is cross-trained in other areas. Twice a year, over the summer months, the entire staff attends customer service skills training, problem solving skills training and reviews of policy and procedures to keep them sharp and focused.

## Operational Business Model

The Elite management team pulls from resources that are not only local to your operation, but also from offices across the nation. We offer all of the benefits of both a local and national company. You'll benefit from the wealth of knowledge available to your account manager, and experience greater satisfaction in key operational areas such as turnover, employee quality, and on-site training. Our account managers also bring previous supervisory property experience to your site.

Specially designed processes and procedures ensure that we perform to the highest standards nationwide, and allow our security officers, support staff, and management to perform at optimal levels. Local and easily accessible management, supported by the resources and systems of our national presence, is the ideal business model to best serve our clients.

Our philosophy and business structure benefits everyone involved in our organization, from clients to support staff. ABM is organized in a way that allows high-level oversight and the sharing of best practices at the corporate level, while maintaining responsive, empowered leadership at the local level.

The operations/account manager will receive continuous support from our operational and administrative specialists.

## Safety Act Certification

Elite/ABM Security Services has received Safety Act Certification by the Department of Homeland Security. This certification provides legal liability protections in the event of a terrorist incident.

Elite/ABM Security Services, Inc. received full SAFETY Act coverage on December 7, 2008. The tort protections discussed above extend not only to ABM, but also to its clients, should another act of terrorism covered by the SAFETY Act occurs where the client has purchased and deployed ABM and protective force operations.

Should a covered act of terrorism occur and lawsuits are filed alleging the ABM failed in some way in connection with the Act of Terrorism, its clients would have a substantial basis under the SAFETY Act to seek immediate dismissal of such suits against it, and/or a substantial basis to argue that its liability should be capped at a pre-determined amount.

## Sarbanes-Oxley Compliance

As a public company ABM has invested millions of dollars towards Sarbanes-Oxley compliance to better ensure our business transactions are audited and compliant.

## Stability and Strength

ABM offers the operational stability and financial strength of a 4 billion dollar public company that has been in business for more than 100 years. ABM Industries Inc. was founded in 1909 and privately owned until 1962. At that time, the company went public and ABM shares began trading nationally on the over-the-counter market. By 1970, our stock was trading on the Pacific and American Stock Exchanges; in 1971, the New York Stock Exchange.

## Meaningful Employee Benefits

Elite's benefits program is comprehensive and meaningful. We offer medical benefits to include dental and vision, a 401(k) plan with company match; ABM Employee Stock Purchase Plan; Seven paid holidays, recognition program; professional and state license reimbursement, One week vacation after one year of employment and two weeks after five years; One week sick time after one year; Bereavement leave, disability and life insurance.

It is proven that employees who have the benefits necessary to care for themselves and their families are more focused and more reliable. ABM/Elite security officers have unbeatable benefits because our employees are our business, and their wellbeing and job satisfaction is vital to the successful performance of our company.



## Client Connection

ABM's Client Connection program is a program that uniquely targets common communication issues between company and client.

In the security industry, the exchange of information between a security partner and its client is critical. ABM/Elite is available and ready to receive communications and information 24 hours a day. All communications are responded to promptly, and will be given strict attention until resolved to client satisfaction.

Our communications program consists of a hotline, email, and web-based access that are all designed with clients in mind. These avenues of communication are staffed every minute, every day by professional, highly-trained security specialists. While your Elite local management team will still remain your main point of contact, our Client Connection program provides an additional resource for after-hours assistance or situations when the client would need to contact ABM's corporate office.

The processes of Client Connection also allow us to track and monitor all of our communications, enabling us to analyze and improve your experience as an ABM client.

## Industry Expertise

ABM Industries invests thousands of dollars annually into the management staff devoted to providing services to our clients. We have developed specialized programs to address your specific needs of regulatory compliance, continuous production, and cyclical demand. We will create a support pool of approximately 30-40% of non-dedicated site staff to be available to meet your needs. Additionally, we will require certification of key management in industry requirements. At this time, we have not encountered a single representative from any other providers at our certification training courses, proving ABM to be the only provider making this commitment to our clients.

## The ABM Way

We at ABM/Elite would be honored to continue to be your security service provider. We will continue to demonstrate our commitment to excellence through the actions of our Senior Management team and the unparalleled involvement and commitment from our security professionals. At ABM/Elite we see ourselves as security partners who are here to provide solutions as well as innovative ideas and new practices. Our philosophy is to act as if we were the owners of your community and through innovation and effort support a best-in-class program.



## License



W-9

**Form W-9**  
(Rev. August 2013)  
Department of the Treasury  
Internal Revenue Service

**Request for Taxpayer  
Identification Number and Certification**

Give Form to the  
requester. Do not  
send to the IRS.

---

Print or type  
See Specific Instructions on page 2.

Name (as shown on your income tax return)  
**ABM Security Services, Inc**

Business name/disregarded entity name, if different from above

---

Check appropriate box for federal tax classification:

☐ Individual/sole proprietor    ☒ C Corporation    ☐ S Corporation    ☐ Partnership    ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶

☐ Other (see instructions) ▶

Address (number, street, and apt. or suite no.)  
**8101 W Sam Houston Parkway S, Suite 150**

City, state, and ZIP code  
**Houston, TX 77072**

List account number(s) here (optional)

---

Requester's name and address (optional)

---

Exemptions (see instructions):

Exempt payee code (if any)

Exemption from FATCA reporting code (if any)

---

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

**Note.** If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

**Social security number**

			-			
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**Employer identification number**

9	4	-	2	9	6	4	1	5	0
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**Part II Certification**

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
- I am a U.S. citizen or other U.S. person (defined below), and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

**Sign Here**

Signature of U.S. person ▶ 

Date ▶ **1/6/14**

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**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** The IRS has created a page on [www.irs.gov/w9](http://www.irs.gov/w9) for information about Form W-9, at [www.irs.gov/w9](http://www.irs.gov/w9). Information about any future developments affecting Form W-9 (such as legislation enacted after we release it) will be posted on that page.

**Purpose of Form**

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, payments made to you in settlement of payment card and third party network transactions, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued).
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and

4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct.

**Note.** If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

# Evidence of Coverage



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
10/25/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Commercial Lines - (415) 541-7900 Wells Fargo Insurance Services USA, Inc. - CA Lic#: 0D08408 45 Fremont Street, Suite 800 San Francisco, CA 94105-2259		<b>CONTACT NAME:</b> <b>PHONE (A/C, No, Ext):</b> <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b>															
<b>INSURED</b> ABM Security Services, Inc. an ABM Industries Incorporated Company 1775 The Exchange SE, Suite 600 Atlanta, GA 30339		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: ACE American Insurance Company</td> <td>22667</td> </tr> <tr> <td>INSURER B: ACE Property and Casualty Ins. Co.</td> <td>20699</td> </tr> <tr> <td>INSURER C: Hartford Fire Insurance Company</td> <td>19882</td> </tr> <tr> <td>INSURER D: Indemnity Insurance Company of North America</td> <td>43575</td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: ACE American Insurance Company	22667	INSURER B: ACE Property and Casualty Ins. Co.	20699	INSURER C: Hartford Fire Insurance Company	19882	INSURER D: Indemnity Insurance Company of North America	43575	INSURER E:		INSURER F:	
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INSURER E:																	
INSURER F:																	

**COVERAGES** **CERTIFICATE NUMBER:** 6794460 **REVISION NUMBER:** See below

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> \$1,000,000 SIR <input checked="" type="checkbox"/> XCU GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC			XSLG27327497	11/01/2013	11/01/2014	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Each occurrence) \$ 2,000,000 MED EXP (Any one person) \$ Excluded PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			ISAH08814910	11/01/2013	11/01/2014	COMBINED SINGLE LIMIT (Each accident) \$ 5,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 25,000			XOOG27322554	11/01/2013	11/01/2014	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	WCUC47327271 CA - \$1,000,000 SIR OH WA OR IL MI - \$500,000 S	11/01/2013	11/01/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Employee Dishonesty/Fidelity			FA024632813	11/01/2013	11/01/2014	\$2,000,000 Each Occurrence

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Evidence of Coverage.  
For Bid Purposes Only.

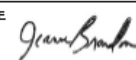
### CERTIFICATE HOLDER

Sample

### CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



The ACORD name and logo are registered marks of ACORD

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## Certificate of Insurance (Con't)

### OTHER Coverage

INSR LTR	TYPE OF INSURANCE	ADDL INSR	W/D SUBR	POLICY NUMBER	EFFECTIVE DATE (MM/DD/YY)	EXPIRATION DATE (MM/DD/YY)	LIMIT
A	Garage Keepers Legal Liability			ISAH08814910	11/01/2013	11/01/2014	\$3,000,000 Limit
D	Workers' Compensation - AOS			WLRC47327301	11/01/2013	11/01/2014	\$1,000,000 \$1,000,000 \$1,000,000
A	Workers' Compensation-MA			WLRC47327283	11/01/2013	11/01/2014	\$1,000,000 \$1,000,000 \$1,000,000
A	Workers' Compensation (WI)			SCFC47327313	11/01/2013	11/01/2014	E.L. Each Accident \$1,000,000 Statutory Limits E.L. Disease-Each Employee \$1,000,000 E.L. Disease-Policy Limit \$1,000,000

# Management and Supervision Support

Elite – an ABM Security Services Division will provide DC Ranch Association a full complement of management and supervision support site operations. Each ABM/Elite branch office provides an operations team that supports training, safety programs, and performs post inspections and spot checks.

Elite/ABM will continue to provide a team of senior managers to assist in the overall day to day operations of DC Ranch Association, as well as ensuring complete compliance with all requirements. Specifically, Elite will continue to provide the following Management Team:

## **Account Manager:**

This individual would be in addition to the positions identified within the RFP documents. This position would be based in the local ABM office and be charged with all aspects of operational compliance (training, supervision, uniforms, etc.) as well as be the single point of contact for DC Ranch Association.

The Account Manager would also visit each site at a minimum of weekly, to meet with DC Ranch Association's management, develop strategies and ensure compliance with mandates.

## **Compliance Manager:**

ABM/Elite are continuing to provide the utilization of a Compliance Manager. This individual offers the experience of managing geographically diverse accounts with unique mandates and demands. Specifically, the Compliance Manager's duties would include, but not be limited to:

- Report upon and ensure compliance with all agreed upon policies and procedures
- Attend Quarterly Business Review meetings with applicable DC Ranch Association personnel
- Ensuring compliance with the Supplier Controls Assurance Program including, but not limited to, management of our business continuity plan
- Visit each site at a minimum of once per year
- Coordinate Penetration Audits (each site at least once per year)
- Available to the DC Ranch Association Account Manager for all matters

## **Regional Vice President**

ABM's experienced managerial team consists of Regional Vice Presidents that are allocated geographically. Specifically, this position would be charged with the business of managing the day-to-day operational matters including training, uniforms and scheduling. These positions would also endeavor to develop relationships with their appropriate counterparts within the DC Ranch Association operations team.

## **Safety Manager**

ABM/Elite provides the provision of a Safety Manager. This individual would ensure compliance with all health and safety issues as well as proper reporting, mitigation and related training.



### **HR-Benefits Coordinator**

ABM/Elite also provides an HR-Benefits Coordinator to best ensure our employees can avail themselves of our robust benefit plan. This individual is an experienced senior manager who, we believe, assists us in providing excellent benefits programs to our employees. In addition, this position best ensures compliance with Federal, State and local labor-related statutes and regulations.

## **Operational Support Team**

In addition to the management team described above, ABM/Elite supervision and support is provided by its local personnel:

- Branch Manager
- Branch Operations Managers
- District Managers
- Regional and Branch Human Resource Managers
- Training & Safety Specialists
- Branch Field Supervisors
- Field Coordinators/Dispatchers

### **Branch Manager**

Our Branch Managers will coordinate local resources to best serve DC Ranch Association and are available to meet directly with DC Ranch Association representatives regarding any of their security needs. Branch Managers direct all departments of the branch office to include administration, operations, human resources, and sales.

### **Operations Manager**

Operations Managers work closely with Human Resources and Field Coordinators in order to assure ongoing hiring needs are met and a quality of service is being delivered. He oversees personnel documentation and the coaching process. They work closely with District Managers ensuring their accounts are operating efficiently.

### **Human Resources**

Our Regional HR Managers and Branch HR Specialists bring broad experience to our organization. They are accomplished trainers and will use all available means to source applicants, screen candidates for DC Ranch Association and ensure all new hires are given an Orientation. Our HR Managers are skilled Human Resources investigators should situations arise where these skills are needed.

### **Training and Safety Specialists**

ABM/Elite have dedicated full-time Training and Safety Specialists who are responsible for development and ongoing training for all security personnel. They work with District Managers to ensure all site-specific training is communicated in accordance with approved policies and procedures. They interact with District Managers, Operations Management, clients, and security personnel to ensure training requirements are continually met. In addition, our Training and Safety Specialists are fully licensed to instruct personnel in CPR/First Aid

classes, Fire Life Safety, AuditMatic Quality Management Systems, and Floor Warden & Emergency Preparedness Instruction.

### **Field Coordinators/Dispatchers**

Our Operations Center is staffed by full-time, ABM/Elite personnel on a 24-hour, 7-day per week basis. Field Coordinators (Dispatchers) respond via telephone to our security officers in the field as well as clients' emergencies, problems or questions. The Operations Dispatch Center is responsible for scheduling and direction of security personnel; providing immediate response and direct contact for clients at any time. Responding to field emergencies, Field Supervisors are on-duty around the clock.

### **Field Supervisors**

Field Supervisors are actively visiting various sites twenty-four hours per day. They ensure that our personnel are properly dressed, trained on site specific procedures and alert on post. The Field Supervisors work closely with all operations personnel in order to ensure good communications between ABM/Elite management and staff support personnel. Field Supervisors often provide the necessary link needed to extend On-the-Job Training needs after hours.

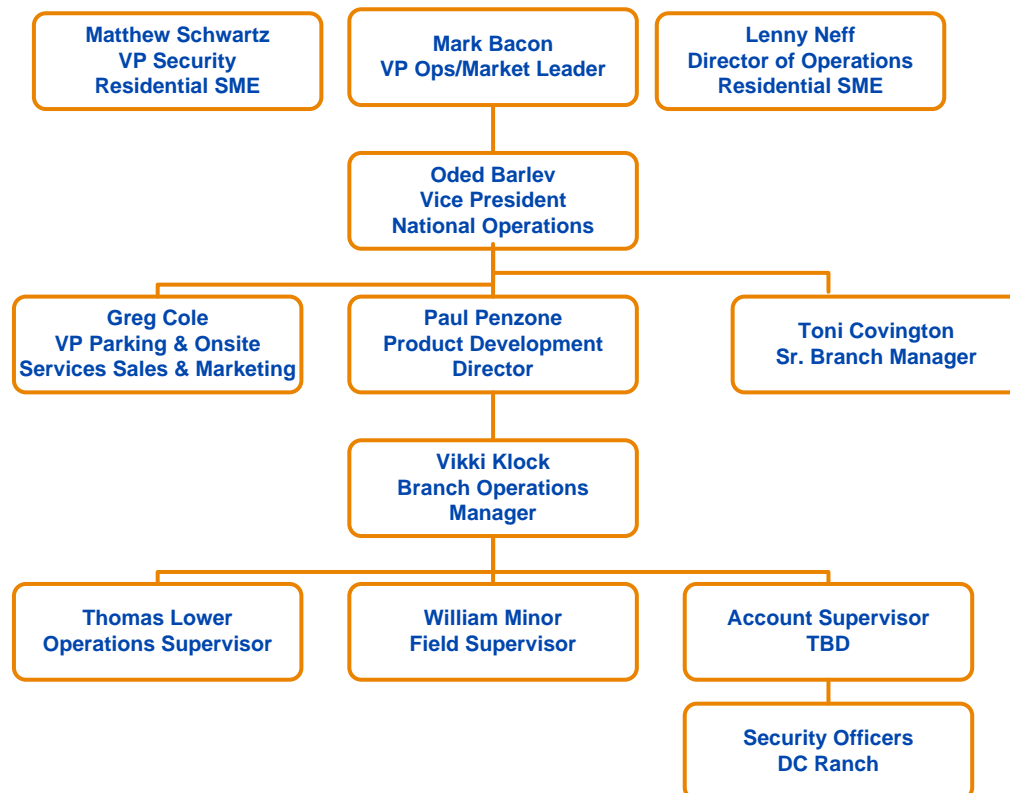
### **Rovers (Flex Force)**

ABM/Elite utilize a local Branch "Flex Force"/Rovers. The "Flex Force" concept is comprised of on-call officers trained specifically on accounts within their districts and are utilized on an as-needed basis to replace last minute call-off, vacation schedules, emergency staffing, etc. Part-time, trained flex force personnel are available to augment staffing of complex positions. ABM/Elite will provide trained rovers capable of a 24-hour response to DC Ranch Association. All of these officers are compensated at a higher rate of pay which is absorbed by ABM, to ensure that the quality of service provided to our client is never impeded.





# Branch Organizational Chart



## Conveniently Located to Serve You

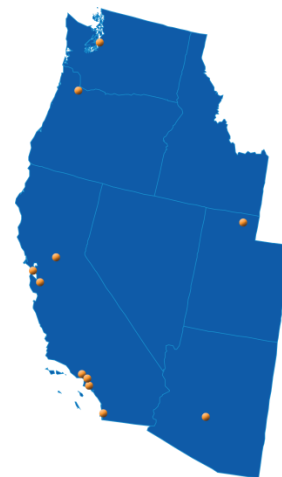
### West Region Profile

We have local resources to serve you, and to respond to your on-demand needs. ABM will provide you with the knowledge and manpower when, and where you need it.

#### Regional Office Information:

3580 Wilshire Blvd., Ste 1130  
 Los Angeles, CA 90110  
 Telephone: 213.384.0600  
 Fax: 213.384.6880

<b>Hours Per Week (HPW) Serviced:</b>	106,479
<b>Number of Employees:</b>	3,262
<b>Number of Clients:</b>	646
<b>Annual Sales:</b>	\$119.40 million



#### Branch Offices (City/State):

Phoenix, AZ	Woodland Hills, CA	Sacramento, CA
San Diego, CA	San Francisco, CA	Long Beach, CA
Los Angeles, CA	Portland, OR	Seattle, WA

## Paul Penzone, Director of Program Development

Paul's unique skill set is the culmination of his experience in law enforcement, multi-jurisdictional investigations, program development and operations. This experience has translated into an ability to develop programs to reduce and mitigate varying threats, promoting a safe and secure environment.

After studying Criminal Justice at Glendale Community College and Northern Arizona University, Paul spent 21 years with the Phoenix Police Department and retiring as a Sergeant in 2009. During his career, he worked in Training, Gang Enforcement, Street Crimes, Narcotics, and as a Federal Task Force Agent with the DEA. He concluded his tenure at the Phoenix Police Department as the Director of the county wide law enforcement program "Silent Witness." Paul is recognized as a subject matter expert by many local and national media outlets.

During his career at the Phoenix Police Department, Paul received national and international recognition as the Crime Stoppers International "Program Coordinator of the Year", Federal Law Enforcement Officer "Task Force Agent of the Year", Phoenix Police Department "Supervisor of the Year", and Distinguished Service Awards. He led the Silent Witness Program during the investigations of two independent serial killer cases, both of which were solved due to contributions by the Program.

Post-retirement, was responsible for management of operations, the development of prevention programs, governmental affairs, and public relations at two non-profit organizations. First, as the Vice President of "Childhelp", a national non-profit focused on serving the needs of abused, sexually abused and neglected children; and then as the Chief Operating Officer of "notMYkid."

As the Director of Program Development for ABM Security Services, Paul is responsible for developing programs that will enhance the skill set and services provided by the Security Division on behalf of the clients we serve.

As part of ABM's commitment to develop and deliver enhanced safety programs to support the needs of our clients, our staff is readily available to present you with any of our growing library of safety training topics:

- Active Shooter
- Emergency Preparedness/Hurricanes
- Emergency Preparedness/Earthquakes
- Safety Awareness at Home and in the Workplace
- Emergency Preparedness/Flooding
- Emergency Preparedness/Tornado
- Recognizing and Reporting Suspicious Behavior
- Establishing a Safe and Secure Environment in the Workplace

## Vice President – National Operations

### Oded Barlev, CPP

- Year started with ABM: 1993
- Year started in Industry: 1990

### Experience

- ABM Security
  - VP - National and Strategic Account Operations
  - Regional Vice President – Los Angeles, California & Southwest Region
  - Regional Manager
  - Branch Manager
- Served in the Israel Defence Forces (IDF) as an Army Captain

### Education

- BS, Management – Pepperdine University
- MBA – Pepperdine University

## Mark W. Bacon

2632 W. Medtronic Way  
 Tempe, AZ 85281  
 480.968.8300  
 mbacon@abm.com  
[www.abm.com](http://www.abm.com)

### SKILLS

### SUMMARY

Extensive experience in building customer operations and service organizations having significant background in building national and international strategic account management programs in Fortune 500 companies, government and educational institutions for multi state territories. Responsible for 1500 employees and 08 revenues in excess of 30 million annually.

### EMPLOYMENT

#### ABM Industries

1997 – Present

Regional Manager, Arizona- New Mexico  
 Tempe, AZ

#### Geoserv Janitorial Service\*

1985 – 1997

General Manager  
 Tempe AZ

*\* Purchased by ABM in 1997*

### EDUCATION

University of Wisconsin  
 Business and Communications  
 Stevens Point, WI

1976 – 1978

### ESSENTIAL FUNCTIONS

1. Plans, organizes, and controls the activities of a geographic areas within the AZ/NM region
2. Coordinate sales and operational activities in accordance with policies, principles, and procedures established by ABM
3. Delivers high quality service to meet client's contractual requirements throughout the region.

## Greg Cole

4000 North Central Avenue, Suite 1750  
 Phoenix Arizona 85012  
 602-265-3505  
[gcole@abm.com](mailto:gcole@abm.com)  
[www.abm.com](http://www.abm.com)

<b>Skills Summary</b>	Responsible for over 100 parking facilities all of different size and scope, account for over 70,000 parking stalls Arizona, Nevada, and Colorado and 400 employees.	
<b>Employment</b>	<b>ABM Industries</b>	1993 – Present
	Regional Manager Phoenix, Arizona	
	<b>ABM Industries</b>	1993 – 2000
	Branch Manager Phoenix, Arizona	
	<b>Ampco System Parking</b>	1991 – 1993
	Operations Manager Los Angeles, California	
<b>Education</b>	Arizona State University Bachelor of Science in Marketing Phoenix, Arizona	1983 - 1995
<b>Essential Functions</b>	<ol style="list-style-type: none"> <li>1. Facility Staff Supervisor of Branch Managers</li> <li>2. Safety Inspection</li> <li>3. Claims management</li> <li>4. Customer Satisfaction</li> </ol>	

## Toni Covington

4000 North Central Ave., Ste. 1750

Phoenix, AZ 85012

602-265-3505 ext. 2

[Toni.covington@abm.com](mailto:Toni.covington@abm.com)

[www.abm.com](http://www.abm.com)

<b>Skills Summary</b>	Responsible for all day to day operations for 63 locations, including 38 garages, 18 surface lots and 4 valet services in the cities of Phoenix, Tucson, and Las Vegas.	
<b>Employment</b>	<b>ABM Industries</b>	2000 – Present
	Senior Branch Manager Phoenix, Arizona	
	<b>ABM Industries</b>	1993 - 2000
	Operations Manager Phoenix, Arizona	
	<b>System Parking</b>	1986 – 1993
	Assistant Division Manager Phoenix, Arizona	
<b>Education</b>	Texas Tech University Lubbock, Texas	1968 - 1971
<b>Essential Functions</b>	<ol style="list-style-type: none"> <li>1. Budget development and management</li> <li>2. Contract Compliance</li> <li>3. Auditing</li> <li>4. Customer Satisfaction</li> </ol>	



## Vikki Klock

4000 North Central Ave., Ste. 1750

Phoenix, AZ 85012

602-274-3780

[vikki.klock@abm.com](mailto:vikki.klock@abm.com)

[www.abm.com](http://www.abm.com)

<b>Skills Summary</b>	Extensive background in contract and security management with 20+ years of industry experience. Manage all aspects of the Phoenix Branch; billing, payroll, accounts payable, account receivable as well as oversee HR functions for the branch.	
<b>Employment</b>	<b>ABM Security Services</b>	1999 – Present
	Operations Manager Phoenix, Arizona	
	<b>ABM Security Services</b>	1994 - 1999
	Operations Supervisor Phoenix, Arizona	
	<b>ABM Security Officer</b>	1992 – 1994
	Security Officer Phoenix, Arizona	
<b>Education</b>	Jefferson Vo-Tech Center	1975 - 1977
	South Jefferson High School	1977
<b>Essential Functions</b>	<ol style="list-style-type: none"> <li>1. Responsible for branch operations in excess of 4000 hours per week</li> <li>2. Ensures contract compliance and continuity for national accounts within our branch</li> </ol>	

## Matthew C. Schwartz, CPP

1320 N. Semoran Blvd Suite 101  
 Orlando, FL 32807  
 786.566.2393  
 matthew.schwartz@abm.com  
[www.abm.com](http://www.abm.com)

### SKILLS SUMMARY

Matthew has been in the Security Industry for over twenty-five years and is a Certified Protection Professional (CPP) through ASIS International. He holds a Florida State “M” License and is also a licensed Private Investigator. Having worked for ABM Security for 6 years, he oversees all operations for the Southeastern United States.

Matthew’s experience includes key executive positions for both Regional and National security companies, and leadership roles in a variety of capacities, including sales, operations, acquisitions and investigations.

### EMPLOYMENT

**ABM Security Services** 2006 – Present  
 Regional Vice President

**Wackenhut & Allied** 2000 – 2006  
 Senior Leadership

**Atlantic Security** 1988 - 2000  
 Partner, Chief Operating Officer

### EDUCATION

Pennsylvania State University 1983-1987  
 BS Administration of Justice

### ASSOCIATIONS

- BOM
- IREM
- CAI
- Oviedo, FL HOA Presidents Association
- Oviedo, FL Police Department Foundation
- ASIS – Lehigh Valley Chapter Chair Nomination

## Lenny L. Neff

5840 Corporate Way, Suite 102

West Palm Beach, FL 33407

561-478-9983

Lenny.Neff@abm.com

[www.abm.com](http://www.abm.com)

### SKILLS

### SUMMARY

Lenny has been in the Security Industry for over twenty years. He holds a Florida State "M" License, "DI" License and is also a licensed Private Investigator. Having worked for ABM Security / Elite Protection Services for thirteen years, he oversees all Elite operations for Southeastern Florida.

Lenny's experience includes key executive positions for Regional and National security companies, and leadership roles in a variety of capacities, including sales, operations, and investigations.

### EMPLOYMENT

#### ABM Security Services

2004 – Present

Regional Manager

West Palm Beach, FL

#### Elite Protection Services

2000 – 2004

Operations Manager

#### U.S Army

1995 – 2000

Counterintelligence Agent

### EDUCATION

Palm Beach State College

1992 – 1995

General Studies

### ASSOCIATIONS

- FALI
- USAPI
- B-PAT - Applicant
- ASIS – Palm Beach Chapter

## Our People

It's our people who fulfill the ABM promise to our residents. We strive to attract, select and retain employees who will exemplify our core values, respect, fairness and dignity, at every job site. We look for superior employees from diverse backgrounds and cultures, give them the necessary training, encourage them to be responsible and accountable for their work and reward them for exceptional performance.

With well-managed people in the right jobs, our residents will benefit in many ways including:

- Higher quality service
- Increased productivity and reliability
- Professional interaction with community occupants
- Reduced turnover, resulting in more familiar faces and more consistent service
- Lower costs as a result of a safer workplace

Meeting and exceeding your service expectations requires employees who are willing and able to give their best, every day. And so, we have developed proven processes for recruiting, screening, selecting, training, developing, and retaining talented individuals.

### Attract & Recruit

#### Recruiting the best

ABM/Elite's reputation for consistent, quality, reliable service while investing in our people's success attracts prospective employees without a great deal of solicitation or marketing. People want to work for ABM/Elite, and we feel that we attract the "best-in-class."

To maximize the number of applicants that fit our profiles, we recruit from more than one source—from local military recruiting centers and military liaisons for soldiers exiting the military, law enforcement academies, career colleges, multicultural community organizations and industry associations to online job postings. In addition, we also maintain an internal database of personnel.

The process begins with a well-defined job description. Then, as an equal opportunity employer, we seek someone who matches the job profile and ABM's culture—including the commitment and the desire to learn, work hard, and provide high quality service.

## Screen & Select

### Careful selection to ensure quality

According to your community needs, we'll select candidates that can service your environment and deliver results based on your requirements. To that end, ABM/Elite uses professional interviewing and selection to provide quality employees who will meet the security procedures and requirements of your community. We will take any additional steps necessary to ensure we know our candidates and you know what you're getting.

Our services also include:

- Background checks
- Credit checks
- Ten Panel Drug screening
- Professional certification checks
- Additional reference checks
- Personality inventory screenings (Predictive Index) if desired.
- Annual Motor Vehicle Records checks (MVR)
- Neighborhood checks
- License checks

## Train and Develop

### An emphasis on safety + training

Our training program emphasizes best practices and working safely. You'll receive the benefit of ABM's lineup of innovative training and development programs that are directed at the national and regional levels and delivered locally. After orientation, an initial training session provides the new employee with the skills necessary to do the job. Additionally, specialized training is performed on site with experienced staff, so that we can cover the particular requirements of your community.

We understand that great work done safely does not come by accident. For more detailed information, see the section titled "Training Program" in this proposal.

## Retain

### Encouraging professional growth

ABM/Elite provide ongoing support to its employees as they grow and develop in their careers. Our culture encourages each employee to openly communicate with his or her manager to develop a career path that builds on individual strengths and talents. Performance reviews further facilitate ongoing coaching and development so that each employee continues to prosper.

# Hiring Process

ABM recognizes the importance of hiring excellent employees. As a result, we use a comprehensive and rigorous recruiting and selection process. We actively seek employees who will act with integrity, demonstrate work commitment, foster teamwork, focus on clients' needs, use sound judgment, positively influence others, demonstrate adaptability and drive for service excellence. Our hiring process includes:

- Recruitment Sources
- Application Forms
- Initial Interview
- Pre-employment Investigation
- Motor Vehicle Abstract
- Criminal Background Investigation
- Supplemental Inquiries
- Drug Testing
- Second Interview
- Site Interview

## Recruitment Sources

Recruiting functions are handled by the local ABM Security Services branch office, with additional support from our Regional Human Resources Manager and Corporate (ABM) Human Resource professionals as needed. Recruiting sources include:

- Web Page, [www.abm.com](http://www.abm.com)
- Local Newspapers
- College Campus Placement Centers
- State Employment Commissions & Development Departments
- Veterans Groups
- Senior Organizations
- City & County Social Service Agencies
- Private Industry Councils
- Vocational Centers
- Military Organizations
- Civil Police Offices
- Job Fairs
- Employee Referrals

## Application Forms

Our employment application is an important tool in the screening and evaluation of applicants.

Beyond the standard information requirements of the application, there is an additional form, which requires narrative handwritten responses to general questions about security. These questions by themselves are not used as a basis for employment. However, they do provide an indication of the applicant's judgment, writing abilities and general communication skills.

Application forms are used to pre-screen applicants and obtain information for our in-depth interviews and background screening process. Applicants complete the following:

- Application for employment
- Job skills proficiency inquiry
- Fingerprint cards
- Verification of previous employment

## Initial Interview

Upon immediate review of the application and educational requirements, a pre-employment interview is conducted with the applicant. This interview is conducted by a member of the ABM Security Services Human Resource Department.

It is designed to determine the applicant's background, experience, attitude, work ethic, and general suitability for employment with ABM Security Services. Based on the results, a determination is made of the applicant's overall suitability and the nature of the assignment for which the applicant would be best qualified.

## Pre-employment Investigation

The candidate's immediate past employer is contacted as well as at least two previous employers, as far back as the past 10 years. If the candidate has formerly served in the Military, the Separation Notice Form (DD-214) is checked to verify dates, rank, type of discharge, and service-related training.

Additional investigation is performed as warranted, to include personal references and credit check when required by clients for their locations.

## Motor Vehicle Report Abstract

A driving abstract of all employees assigned to positions with vehicles is conducted prior to hire and every 6 to 12 months thereafter.

Employees are given a copy of our driving policies and procedures. This policy contains a "Point System" that surpasses the State's that each employee is required to follow.

## Criminal Background Investigation

Background checks are conducted to verify information provided on the application within limits of the law. Criminal checks, conducted prior to assignment to any client site, are completed by our Human Resources Department. We provide at least a seven year investigation, which may be expanded as requested, and within limits of the law. In order to be considered for employment, applicants must be able to comply with ABM Security hiring policies and practices, as well as, all local, state and federal occupational licensing requirements.



## Supplemental Inquiries

Any discrepancies noted between the application form, interview summary, background checks and/or other documents are verified to confirm accuracy. This process often requires a second interview. Background investigations may be expanded as required, and within the limits of the law.

## Drug Testing

All candidates successfully completing the prior steps are sent to a local health laboratory where a full 9-panel drug screen is administered. Results are provided to ABM Security human resource managers typically within 24 hours.

## State Licensing

Having been accepted and processed by our personnel department for employment, the candidate is then referred to our branch operations management for completion of state licensing process. All ABM security officers are licensed in accordance with the rules and regulations of the state in which they work.

## City and County Licensing

Having been accepted and processed by our personnel department for employment, the candidate is then referred to our branch operations management for completion of state licensing process. All ABM officers are licensed in accordance with the rules and regulations of the state in which they work.

## Second Interview

Final administrative processing and documentation is accomplished during this step, as well as the fitting and issuance of uniforms and equipment. We conduct an in-depth interview with emphasis on background employment patterns and ABM policy on dress and grooming standards. The final results of the ERI process are discussed and any open issue or concern is resolved. Specific service issues and performance expectations of the specific site where the individual will work will be discussed as well during this interview.

## Site Interview

Tentative assignment is made and our client's representative is notified. When requested by our clients, applicants are sent to the client site for a final interview and a joint hiring decision is made. We understand the importance and sensitivity that our clients and partners expect us to place on the careful selection of security personnel. We are committed to providing you with the most qualified security officers available in the local labor market.

# Employee Recognition & Incentives

ABM offers a complete line of employee incentive programs to help motivate security officers' performance. We provide customers a menu-based format from which to choose those components they value at their locations.

## Employee Recognition Rewards

In this program individual employees are recognized for their superior service. They are selected for reward by having received written recognition from residents or customer site managers. As a reward they'll receive a \$25 net cash award, a framed certificate, a letter of appreciation from the ABM Security Services president and a company logo pen.

## Officer of the Month and Year

In this program individual employees are recognized for service excellence, work ethic, and responsiveness to DC Ranch Associations and ABM management directives. This program is for locations with at least six security officers or more.

Each month one individual will be selected jointly by your site manager and the ABM Security Services Operations Manager, and will receive a certificate and letter of appreciation from the ABM Security Services Branch Manager.

Annually, within a geographic region, all security officers recognized as Officer of the Month during the previous year will be reviewed, and one will be selected as the Officer of the Year for that region. As a reward, the individual will receive an engraved plaque with a \$750 net cash award.

## Wellness Program

This program is designed to reward security officers and supervisors for perfect attendance for a six-month period. During that time if an employee has perfect attendance they will receive a \$100 bonus.

## Morale Enhancing Events

This program provides a quarterly event for ABM employees at a single location. These events take the form of pizza parties, picnics, group meals at restaurants, and pot lucks. Events such as these strengthen work relationships and contribute to higher morale.

# Employee Retention

High employee retention allows ABM Security Services to better serve you and your employees through consistent, reliable service. We value our security officers' contributions to our success and are committed to encouraging long careers with us. We do this through a number of factors including employee recognition and workplace conditions and advancement opportunities.

## Retention Rate

ABM Security Services currently has a retention rate of 3.27 years with our security officers.

## Employee Recognition

We're proposing a menu-based incentive program to reward employee contributions to the ABM Security-DC Ranch Association relationship. One of the most powerful motivating factors is being recognized for a job well done. ABM uses a number of communications to share our employees' success with their peers, our executive management and our clients. ABM employee recognition programs may include:

- Employee Recognition Rewards
- Security Officer of the Month and Year
- Morale Events
- Employee Recognition in Corporate Publication

## Workplace Conditions & Culture

Everyone has a right to work in a safe workplace. ABM ensures employees have a safe workplace through the ABM Safety Program. Additionally, the work culture promoted and practiced by ABM management is one of respect. Employees are more likely to commit to a long-term work relationship if they are treated as the important part of the ABM service, which they are.

## Advancement Opportunities

Realistic and attainable promotion opportunities are very strong motivators, showing employees a path towards a better future. ABM is committed to hiring from within first and whenever possible. For example, both the ABM Security Services President and Executive Vice President started at operational roles when they began with the company years ago.

Not unlike DC Ranch Association, we recognize the value of our employees. ABM Security Services works hard at retention. We've developed programs that we feel are some of the best in the industry for attracting and retaining quality personnel.

# Employee Turnover

ABM's turnover rate is 29.6%, well below the industry average, which is between 150% and 300%.

We're aggressively seeking to reduce our turnover rate through better employee recognition, wages, benefits, and enhanced training programs. Formulas for calculating turnover vary widely. We've included our formulas in the table below, which are based on industry standards.

## Annual Turnover & Tenure of ABM Nationally

Position	Metric	Measurement	Formula
Hourly FTEs	Turnover	29.6%	FTE terminations / FTE positions
Management	Average Tenure	13 years	Total years employed divided by the number of managers

## Turnover Trends

We believe turnover rates will remain constant while the general economy is flat. As the economy grows and hiring begins, the officer turnover rate will increase. Security officers will have greater opportunities for higher paying jobs outside the industry. Over the long-term however, turnover at officer wage levels is based more on the socio-economic background, than the economy in general. Individuals from this societal level are extremely sensitive to low wages, benefit participation and work culture.

## Low Wages Primary Driver of Turnover

The current economic climate has frozen most pay levels. In our experience, we find high turnover is primarily a result of low wages. With the exception of union wages in major metropolitan markets, a full time security officer earns below the poverty level. This places skilled, dedicated security officers among the working poor. Wage rates are recommended to customers based on the local labor market. However, the commercial security industry doesn't yet command higher wages that would significantly reduce turnover.

## Work Culture

The work culture of the security officer is affected by the quality of on-site management, employee involvement and recognition. ABM continually invests significant time and financial resources to ensure officers are recognized, rewarded and treated with respect. Our goal is to make ABM the preferred workplace for security officers.

## Expected turnover for DC Ranch

Based upon the high level wages proposed it is anticipated that turnover levels will be well under our companies outstanding track record.



## Retention/Staffing Plan

Regarding staffing turnover/retention: We have found that the most meaningful performance indicators are focused on retention of officers, rather than on more generalized "turnover" statistics. In keeping with this concept, we recommend implementing a Retention Range program. Our expected retention at DC Ranch is 80%. Therefore, we would use a range between 75% and 85% as acceptable. Above this range, ABM would be eligible for a bonus equal to 1% of Base Contract Revenue. Below this range, ABM would forfeit 1% of Base Contract Revenue to DC Ranch in the form of a credit. Retention within the targeted range would result in no billing change.

Measurement of this metric is simply a function of the officers who remain actively assigned to the account divided by the number of contracted positions at the account. We would expect this target to be measured quarterly, beginning in the second calendar quarter after start up.

As an estimate for illustration purposes, we will assume there are 50 security officer positions being provided. If 42 of those officers are in place for a calendar quarter, then the retention rate would be 84% (42 Divided by 50), which is within the acceptable range. If only 37 of the officers remained for a calendar quarter, then the retention rate would be 74%, which would fall below the target range and would result in the penalty being applied.

## Employee Benefits

Maintaining a broad, competitive benefits program enables ABM/Elite to staff well-trained, experienced employees who are committed to their work. Employees are offered a selection of benefit options according to your contract or based on collective bargaining agreement requirements. ABM/Elite is flexible for residents who wish to personalize a benefits package in order to meet their desired cost objectives while still achieving a work/life balance for the employees.

Our benefits program includes:

- Medical, Dental and Vision
- Vacation
- Holidays
- Sick leave
- 401k
- Employee stock purchase plan
- Direct deposit
- Bereavement leave



## UHC High Flexible Choice Plan — Summary

*Not available in Hawaii*

If you choose this plan, you may see any provider you wish. Before UHC starts paying for services, you must pay the deductible unless otherwise noted. After you satisfy the deductible, you have to pay a percentage of the cost for hospitalization or other services, until you reach the calendar year out-of-pocket maximum.

	In-Network	Out-of-Network
<b>General Plan Provisions</b>		
Maximum lifetime benefit	Unlimited	Unlimited
Calendar year deductible (individual/family)	\$350/\$700	\$1,000/\$2,000
Calendar year out-of-pocket maximum (individual/family)	\$2,850/\$5,700 (includes deductible)	\$7,500/\$15,000 (does not include deductible)
<b>Outpatient Services Copays</b>	You Pay	You Pay
Office visit	\$20, deductible does not apply	30%, after deductible
Specialist	\$40, deductible does not apply	30%, after deductible
Routine physical – adults	No charge	30%, after deductible
Well baby visits/routine physicals – children	No charge	30%, after deductible
Office-based diagnostic lab and X-rays (excludes MRI/PET/CAT scans)	No charge	30%, after deductible
Outpatient surgery	\$200 plus 10%, after deductible	30%, after deductible
Urgent care	\$20, deductible does not apply	30%, after deductible
<b>Hospital Services</b>	You Pay	You Pay
Emergency room (waived if admitted)	\$150 plus 10%, after deductible	\$150 plus 10%, after deductible
Inpatient hospital	\$250 minimum / \$500 maximum per visit plus 10% after deductible	30%, after deductible
<b>Mental Health and Substance Abuse</b>	You Pay	You Pay
Outpatient services copays	\$20, deductible does not apply	30%, after deductible
Inpatient hospital	\$250 minimum / \$500 maximum per visit plus 10% after deductible	30%, after deductible
<b>Prescription Drugs</b>	You Pay	You Pay
Retail – up to a 30 day supply	Generic - \$10 Brand Formulary - 30% coinsurance, \$35 minimum/\$65 maximum Brand Non-Formulary - 50% coinsurance, \$60 minimum/\$100 maximum Deductible does not apply	Not covered
Mail order – up to a 90 day supply	Generic - \$20 Brand Formulary - 30% coinsurance, \$70 minimum/\$130 maximum Brand Non-Formulary - 50% coinsurance, \$120 minimum/\$200 maximum Deductible does not apply	Not covered



## UHC Thrifty Plan — Summary

### Not available in Hawaii

If you choose this plan, you may see any provider you wish. Before UHC starts paying for services, you must pay the deductible unless otherwise noted. After you satisfy the deductible, you have to pay a percentage of the cost for hospitalization or other services, until you reach the calendar year out-of-pocket maximum.

	In-Network	Out-of-Network
<b>General Plan Provisions</b>		
Maximum lifetime benefit	Unlimited	Unlimited
Calendar year deductible (individual/family)	\$1,500/\$3,000	\$3,000/\$6,000
Calendar year out-of-pocket maximum (individual/family)	\$6,000/\$12,000 (includes deductible)	\$9,000/\$18,000 (does not include deductible)
<b>Outpatient Services Copays</b>	You Pay	You Pay
Office visit	\$20; deductible does not apply	50%, after deductible
Specialist	\$40; deductible does not apply	50%, after deductible
Routine physical – adults	No charge	50%, after deductible
Well baby visits/routine physicals – children	No charge	50%, after deductible
Office-based diagnostic lab and X-rays (excludes MRI/PET/CAT scans)	No charge	50%, after deductible
Outpatient surgery	\$200 plus 25%, after deductible	50%, after deductible
Urgent care	\$20; deductible does not apply	50%, after deductible
<b>Hospital Services</b>	You Pay	You Pay
Emergency room (waived if admitted)	\$150 plus 25%, after deductible	\$150 plus 25%, after deductible
Inpatient hospital	\$250 minimum / \$500 maximum per visit plus 25% after deductible	50%, after deductible
<b>Mental Health and Substance Abuse</b>	You Pay	You Pay
Outpatient services copays	\$20; deductible does not apply	50%, after deductible
Inpatient hospital	\$250 minimum / \$500 maximum per visit plus 25% after deductible	50%, after deductible
<b>Prescription Drugs</b>	You Pay	You Pay
Retail – up to a 30 day supply	Generic - \$10 Brand Formulary - 30% coinsurance, \$35 minimum/\$65 maximum Brand Non-Formulary - 50% coinsurance, \$60 minimum/\$100 maximum Deductible does not apply	Not covered
Mail order – up to a 90 day supply	Generic - \$20 Brand Formulary - 30% coinsurance, \$70 minimum/\$130 maximum Brand Non-Formulary - 50% coinsurance, \$120 minimum/\$200 maximum Deductible does not apply	Not covered

# Training Program

Our approach to training recognizes security officers have a tremendous impact on your relationship with your residents. Therefore, all security interactions must leave residents with your organization's intended experience. ABM/Elite training consist of four primary components.

- Customer Service Training
- New Employee Orientation & Training
- On-the-Job Training (OJT)
- Specialized Training

## Customer Service Training

In this training component ABM/Elite personnel learn customer service skills to live up to clients' brand promise. This means security interactions with clients occur in a manner consistent with expectations. This specialized training is integrated into all other training components, in the classroom and on-site, from the new employee orientation to the on-going officer training.

## New Employee Orientation & Training

We customize the ABM/Elite new employee orientation and training to prepare security officers for placement at your community. This training occurs immediately after applicants have successfully passed our selection process and is held in the local Elite branch office.

### Understanding Expectations

In orientation new employees learn about ABM/Elite, the company's history, its policies, mission statement, and employee expectations. We customize the orientation to include a section addressing clients and their site-based security needs.

### Establishing Basic Skills

During the training portion, new employees learn basic security skills. A majority of these skills are taught from verbal presentation in conjunction with Professional Security Television Network (PSTN) video. ABM/Elite own a video training library of more than 200 videos. Classes are concluded when the employee successfully completes a written examination.

## O<sup>3</sup> Training Online Learning Academy

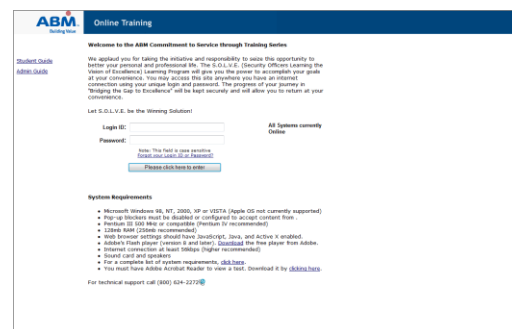
O3 Training represents On-Site On-Line, and On-Demand video based training. It's the first deployment of Professional Security Training Network's (PSTN) learning management system, PRIMENet™, in the security industry.

O3 Training provides an interactive online learning academy that produces verifiable results in more skill areas and accomplishes it more cost-effectively.

O3 Training is accessible through QMS 24-7, ABM's secure web portal. As a baseline module of QMS 24-7, O3 Training is included at no additional cost within ABM's service pricing.

### Benefits of O<sup>3</sup> Training include:

- Training results realized
- Online curriculum
- Online functionality
- Minimal site technology requirements
- Online scalability & availability



## Site-Specific & On-Going Training

Security officers receive customized On-The-Job (OJT) training, which provides site-specific job instruction as well as continuing training in core subjects, including customer service.

Initial OJT is conducted by our Site Supervisor who is thoroughly familiar with the property and its specific requirements. Training checklists for completed training are reviewed and verified by our Operations Manager prior to the security officer being permanently placed on site.

### Customized Topics

We customize the following topics to your specific needs.

- |                             |                                    |
|-----------------------------|------------------------------------|
| • Access control            | • Parking regulations              |
| • Alarm response procedures | • Patrol—buildings & perimeters    |
| • Appearance & Image        | • Policies & procedures of project |
| • Emergency call list       | • Post orders                      |
| • History of project        | • Requirements of the property     |

## Standard Topics

The following are ABM/Elite standard topics covered over multiple OJT training sessions:

- Being assertive without being rude
- Communication
- Diversity awareness
- Escorts
- Fire life safety training
- Fire protection training
- Fire-fighting procedures
- Inspection – security, fire & safety
- Police liaison
- Public relations
- Radio & telephone communications
- Security chain of command
- Security procedures
- Sexual harassment
- Special assignments
- Strategic community locations

## Specialized Training

Specialized security officer training incorporates material from our Employee Development Systems, and Professional Security Television Network's Security Works into a comprehensive program. We've developed a fully integrated approach for advancing skills of our personnel, with training components including:

- Automated External Defibrillator (AED)
- Behavior motivation
- Career development
- Communication
- Employee evaluation
- ABDI visitor management training
- Ergonomics
- Leadership development
- Safety management
- Sexual harassment
- Substance abuse
- Time & stress management



# The Ritz-Carlton Training

Our Ritz Carlton training focuses on the important elements of delivering excellent customer service. The program examines how every employee in your organization is important to its success. Attendees learn how they fit into your organization, and the impact they have on your brand every day.

## Learning Objectives

- The importance of personal accountability in delivering legendary service
- You never have a second chance to make a great first impression
- The benefits of positive employees
- The relationship with your supervisor is a two way street
- What Customers Want
- First Appearances and Grooming
- Office Etiquette
- Impacting the Brand
- Appropriate Verbiage
- The difference between expressed and unexpressed customers' needs
- Staying "in the moment" is key to anticipatory service
- The role of consistency in legendary service
- Ordinary People Doing Ordinary Things Extraordinarily Well
- Consistency is Key

## What Makes Great Customer Service

- Service reliability
- Consistency
- Accuracy
- Courtesy
- Attitude of staff (can do vs. not my job)
- Make eye contact
- Smile
- Stand up straight
- Keep an appropriate distance
- Shake hands if appropriate
- Introduce yourself
- Ask "how can I help you?"

# Service Standards

The way our security officers greet and interact with DC Ranch Association residents and guests is a direct reflection on their management and organization. ABM/Elite require their officers to perform their security obligations effectively while maintaining our service standards, which include:

- Presenting the Right Physical Impression
- Properly Prepared Before Assignment
- Courtesy Is Of Utmost Importance
- Avoid Distractions from Personal Life
- Positive Attitude & First Impression
- Compliance Monitoring

## Presenting the Right Physical Impression

All of our Security Officers will be in full uniform, one that is clean and neatly pressed, with shoes shined. Good personal hygiene will be practiced and only appropriate hairstyles and jewelry are permitted. When standing post or on patrol, Security Officers will be attentive and alert.

## Properly Prepared Before Assignment

Security Officers will prepare themselves each day prior to their assignment. This means understanding the assignment completely with all of the necessary pre-assignment tasks completed.

## Courtesy is Extremely Important

Security Officers will be courteous at all times. We do not ask our Security Officers to apologize for doing their job; however, they are instructed to not argue, regardless of the conduct of others.

## Avoid Distractions from Personal Life

Security Officers will control their emotions and monitor their own behavior while at work. They will not let their personal life distract them from their duties.

## Positive Attitude & First Impression

This means security officers greet DC Ranch Association residents, guests and personnel with a smile and show a sincere desire to help. They answer questions and are attentive; listening without interrupting. Security Officers will show patience and tact; avoiding offending anyone. It is important to be an example to others, for example throwing trash away appropriately and not congregating or chatting with other employees.



# Labor Management

ABM/Elite efficiently manage all security-force labor through an industry-leading, web-based scheduling, payroll, and billing software system.

We recognize that payroll and billing are cornerstones of our business and that accuracy and reliable data are critical to our success. Our clients can choose from multiple invoice formats to best suit their needs.

When included within QMS 24-7, labor management data is available online in our secure web portal. Your authorized representatives can log in and view financial data regarding service billing.

Our labor management system allows us to provide great detail to our clients on:

- Hours worked
- Billing – by post, shift, or location
- Scheduling—coverage for shifts, patrols & events
- Training hours
- Security Officer qualifications
- Certifications—expiration dates & recertification



## Employee Scheduling

With dedicated schedulers who understand the dynamics of guard workforce management, we are able to effectively reduce unnecessary overtime and ensure proper security officer placement at your jobsite. Security officer qualifications and certifications can be tracked so that you know decisively that you have the right employee with the right training and licensing at the right job site every time. We can monitor and prevent scheduling conflicts, as well as automate time and attendance, scheduling, HR, and payroll processes from a fully hosted and centralized database.

## Quality Assurance Program

ABM's policy on quality is to continuously improve service quality through analytical data driven decisions, on-going training and employee participation. Our Quality Assurance (QA) Program is based on Plan, Do, Check, Act (PDCA) methodology. PDCA is a proven method for improving an existing process or developing an entirely new process and was selected for its ease of use and structured approach.

## Post Inspections and Internal Audits

ABM/Elite provide a full complement of supervision and management to support our client's site operations. Each ABM/Elite branch office provides additional management that supports training, safety programs and performs post inspections and spot checks. Post inspections are completed by Site Managers, branch field supervisors and branch operations managers on a regular basis and all results are posted on QMS 24-7.



ABM/Elite also performs a service quality audit quarterly, semi-annually or annually dependent on the size and complexity of clients' locations. These audits are done to ensure clients receive the full value of their security investment. Audit results, as well as corrective actions and prior results, are posted to QMS 24-7 and are accessible to your authorized representatives online.





# Technology Overview

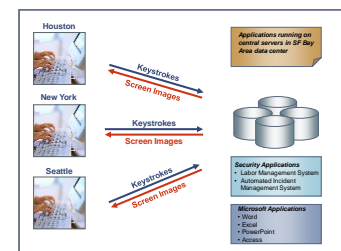
Serving clients nationwide requires a technology infrastructure to support thousands of locations. Our corporation has implemented a technology platform—Microsoft’s Thin-Client/Server technology—to enhance our competitive edge through superior communication and reduced computing costs.

ABM’s installation was one of the largest Thin-Client/Server technology implementations at the time, with between 3,000 to 3,500 employees at ABM/Elite locations and client job sites. Teams of third party technology partners worked with ABM/Elite to implement this initiative, including Microsoft, IBM and RYNO Technology.

## Security-Specific Technology

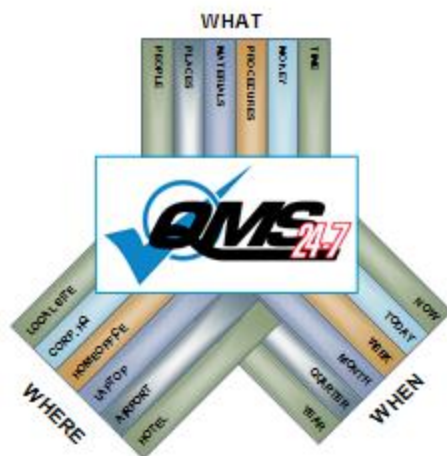
Our technological capabilities extend to security-specific computing needs. ABM/Elite has our own in-house technology department to customize our technology to meet our clients’ needs. Our security technology is supported by ABM’s expertise through a 24-hour support center. Security-specific technology includes:

- Automated dispatch, scheduling & payroll systems
- Automated patrol inspection systems
- Biometric time keeping systems
- Client-specific, secure websites
- Online training
- Web access to national call center



## Our 21<sup>st</sup> Century Security Solution: QMS 24-7

DC Ranch Association has a lot of technology and integrated systems at the fingertips of their security team. Technology is only as good as the people who use it. At Elite Protection Services we are dedicated to the technological education of our security officers. We strive to stay on top of all new security technologies and we will work diligently to make sure that our security officers have a firm grasp of the systems at DC Ranch Association.



21st century security requires consolidated information in real time. Your 21st century responsibilities require security management and vendor management. Both require a new solution.

ABM’s QMS 24-7 is the 21st century solution for viewing security, protection, and performance. Our technology presents the security information you want, when, and in the form you want. As well as exceptional viewing performance, this technological platform provides a state-of-the-art data gathering and reporting technology to reduce costs, and provide a real-time community security information dashboard accessible via the

Internet to DC Ranch Association. This system eliminates paper forms and documents to achieve a “greener” security program.

## Customizing Your View

We customize a QMS 24-7 to the needs of DC Ranch Association. You’ll look in at your security status and our performance data; anytime, anywhere, and from virtually any angle.

### Security Status

You’ll look in and see who and what is passing through your community through our Check In / Out views. These functions ensure your access protocols are followed, and you’ll have the proof.

Additionally, you’ll be able to literally see who is going in and out in real time using our desktop CCTV view. This function maintains CCTV archives based on your pre-established triggers for selected events.

All activity from daily reports to incidents are available with a mouse click.

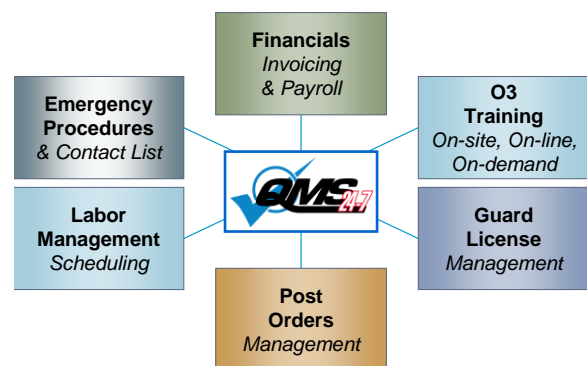
### Vendor Performance & Data

A complete suite of our performance and data is available for authorized users. You can view financial budget to actual in real time, or see which security officers have completed a particular training course - and their test scores too!

Operational documents like post orders and contact lists are maintained online, meaning everyone is accessing the most current information all the time.

There’s no waiting for reports. It’s all there, in real time, each time you log on.

### Vendor Performance & Data



### Roll-Up & Drill-Down

- Look in at information roll ups from multiple locations and trends over time.
- Look in at information drill downs to a single site, a specific time, or an individual incident.

## Efficient Data Gathering & Reporting

With the daily activity and incident reporting system included with **QMS 24-7**, security activity is gathered as it occurs and is centrally available to secure, authenticated web browser users.

The system is functional 24/7 and also assigns and tracks tasks for security personnel. The web browser version of the program is included at no charge. The system is further enhanced by the use of Microsoft Windows Mobile 5-powered Pocket PCs for remote data collection.

The system includes tools for creating custom forms and reports and storing images and documents. All data collected by the system is export capable. The mobile devices have phone, barcode, file storage, wireless, and other synchronization capabilities. Once the system has been implemented, all security activity,

incidents, forms, reports, and charts are immediately available to management layers with assigned viewing rights, for one site or throughout the portfolio. This means site managers and their management teams, including Director of Maintenance, Senior Property Manager, General Manager, and the Chief of Engineering, will all have oversight visibility from whatever web browser anywhere, anytime.

## Menu-Driven Features

ABM's QMS 24-7 comes with a baseline set of modules that, at a minimum, provides insight into the protection activities and security management for DC Ranch Association.

Typically during the transition phase, prior to service start, you'll select modules that are added to the baseline group. Modules are independent of one another, allowing you to select only those you require. Pricing is dependent on the modules chosen.

Modules include:

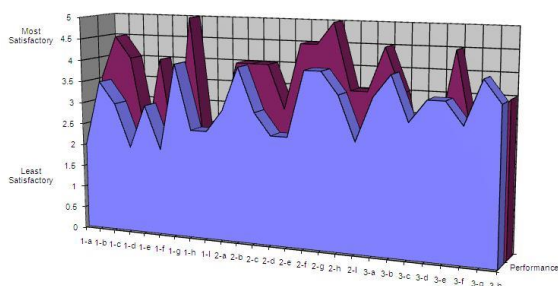
- Online Post Orders
- Online Emergency Procedures & Contact List
- O<sup>3</sup> Training: On-Site, On-Line, On-Demand
- Daily Activity Reporting (via PDAs and synced to QMS 24-7)
- Incident Reporting (via PDAs and synced to QMS 24-7)
- People & Materials Check In/Out
- Desktop Security Monitoring
- Labor Management - Scheduling
- Guard License Management
- Financials - Invoicing, Payroll & Budgeting

## Key Performance Indicators

Key Performance Indicators, also known as KPI or Key Success Indicators (KSI), help an organization that has analyzed its mission, identified all its stakeholders, and defined its goals, a way to measure progress toward those goals. Key Performance Indicators are those measurements.

Key performance Indicators are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization. They will differ depending on the specific client or sites goals.

**Customer Satisfaction Survey Results**



For assessing performance we're recommending the following key performance indicators to report. These will be revised further based on DC Ranch Association input during the transition. KPIs and their reporting format will be finalized at least 30 days prior to the start of service.

## Reporting Methods

ABM/Elite Security data is available online or in-person. Reporting performance can be as simple as logging online to **QMS 24-7**, viewing and printing summarized data—or as comprehensive as a four-hour face-to-face meeting reviewing consolidated annual performance for hundreds of properties.

We're therefore offering DC Ranch Association procurement and Clients the option of selecting the reporting method that works best for their management needs:

- Online via **QMS 24-7**
- In-person Meetings
- Combination of both



## Uniforms

Good personal appearance is generally accepted as a compliment to professional ability. Appearance is important if the public is to gain a positive impression. Personnel will respect the Security Officers and the security organization, along with improving the morale of the security force.

At the time uniforms are issued, a strict ABM/Elite dress and uniform code is stressed to the new officer. Replacement uniforms, like initial issue, are provided to our Security Officers free-of-charge for normal wear and tear. All Security Officers are instructed and encouraged to obtain replacement uniforms as necessary.

The image below shows hardline and soft-line uniform attire. Because Elite has formed relationships with a number of uniform suppliers, we can offer a broad array of uniform looks.



## Just Ask Our Clients

Hear first-hand how we build value for our clients. Below is a reference list of clients similar to you for whom we currently provide services:

### Reference 1

Frenchman's Creek  
1349 Tournament Drive  
Palm Beach Gardens, FL 33140  
Mr. Achal Goswami  
(561) 627-1467

### Reference 2

Solivita / Bellalago  
395 Village Drive Ste. C  
Poinciana, FL 34759  
Nancy Stout  
407-761-3555

### Reference 3

Admiral's Cove  
200 Admiral's Cove Blvd.  
Jupiter, FL 33477  
Mr. Andrew Greenfield  
(561) 746-7769

### Reference 4

PGA National  
7100 Fairway Drive, Suite 29  
Palm Beach Gardens, FL 33418  
Ms. Dawn Levinstein  
(561) 626-2800

### Reference 5

NewMark Grubb Knight Frank  
TGen/IGC Headquarters  
445 N Fifth Street, Phoenix, AZ 85004  
Deborah Overton  
Sr. Property Manager  
602-343-8551

### Reference 6

AeroTurbine  
1658 S. Litchfield Rd.  
Goodyear, AZ 85338  
Shari Meyer  
623-792-9856

### Reference 7

Verve Commercial Real Estate, LLC  
4001 N. 3<sup>rd</sup> Street Ste. 405  
Phoenix, AZ 85012  
Leigh Klein  
Assistant Property Manager  
602-246-2222

# Pricing

WEEKLY OFFICER HOURS						
POSITION	WEEKLY HOURS	HOURLY BILL RATE	EMPLOYEE PAY RATE	YEARLY HOURS	WEEKLY COSTS	YEARLY COSTS
Project Manager	40	\$33.33	\$24.00	2,080	\$1,333.20	\$69,513.05
Lead Patrol Drivers	168	\$21.42	\$15.00	8,736	\$3,598.56	\$187,628.92
Patrol Driver	224	\$20.08	\$14.00	11,648	\$4,497.92	\$234,521.55
West Gate	296	\$19.41	\$13.50	15,392	\$5,745.36	\$299,563.07
Gate leads (includes West)	200	\$20.08	\$14.00	10,400	\$4,016.00	\$209,394.24
Gate Officer	512	\$19.41	\$13.50	26,624	\$9,937.92	\$518,163.15
Flex	24	\$19.41	\$13.50	1,248	\$465.84	\$24,288.90
<b>TOTAL HOURS</b>	<b>1,464</b>			<b>76,128</b>	<b>\$ 29,594.80</b>	<b>\$ 1,543,072.87</b>

EQUIPMENT		
EQUIPMENT TYPE	WEEKLY COST	YEARLY COSTS
Directors Vehicle Hybrid	\$276.92	\$14,400.00
Patrol Vehicle Hybrid	\$276.92	\$14,400.00
Patrol Vehicle Hybrid	\$276.92	\$14,400.00
Golf Cart	\$63.46	\$3,300.00
Computer (2) printer (1)	\$19.23	\$1,000.00
Tour systems	\$55.38	\$2,880.00
Phones	\$62.31	\$3,240.00

PERSONNEL	
SUBTOTAL	\$1,543,072.87
TAX	
<b>GRAND TOTAL</b>	<b>\$1,543,072.87</b>

EQUIPMENT	
SUBTOTAL	\$53,620.00
TAX	
<b>GRAND TOTAL</b>	<b>\$53,620.00</b>

<b>SUBTOTAL:</b>	\$1,031.15	\$53,620.00
<b>TAX:</b>		
<b>TOTAL:</b>	<b>\$1,031.15</b>	<b>\$53,620.00</b>

CONTRACT GRAND TOTALS	
SUBTOTAL	\$1,596,692.87
TAX	
<b>GRAND TOTAL</b>	<b>\$1,596,692.87</b>

Consolidated Bill Rate w/equipment	\$20.97
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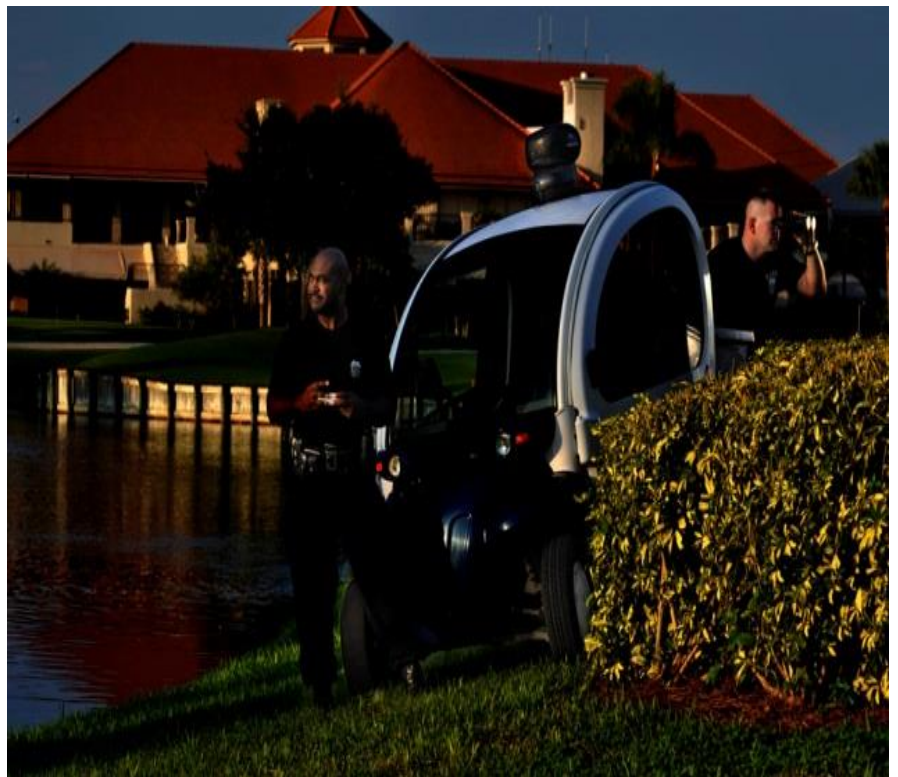
## Alternative Pricing Approach

A note on pricing: Our pricing reflects a material increase in wages, in accordance with prevailing market rates, and as needed to achieve the level of quality specified by DC ranch. However, we also realize that such a jump in expenses may be challenging from a year-over-year budgetary standpoint. In light of this, we would like to proffer that we can develop a Transitional Plan that allows the progression of wages to occur over several quarters or even over the first year. With a plan of this nature, we would initially raise rates in a tiered manner. While still employing wages that are higher than current rates, this plan lessens the initial costs, yet still allows DC Ranch to ultimately achieve increased quality in the guard force.

We look forward to discussing this option in further detail if needed.



## Vehicle and Equipment



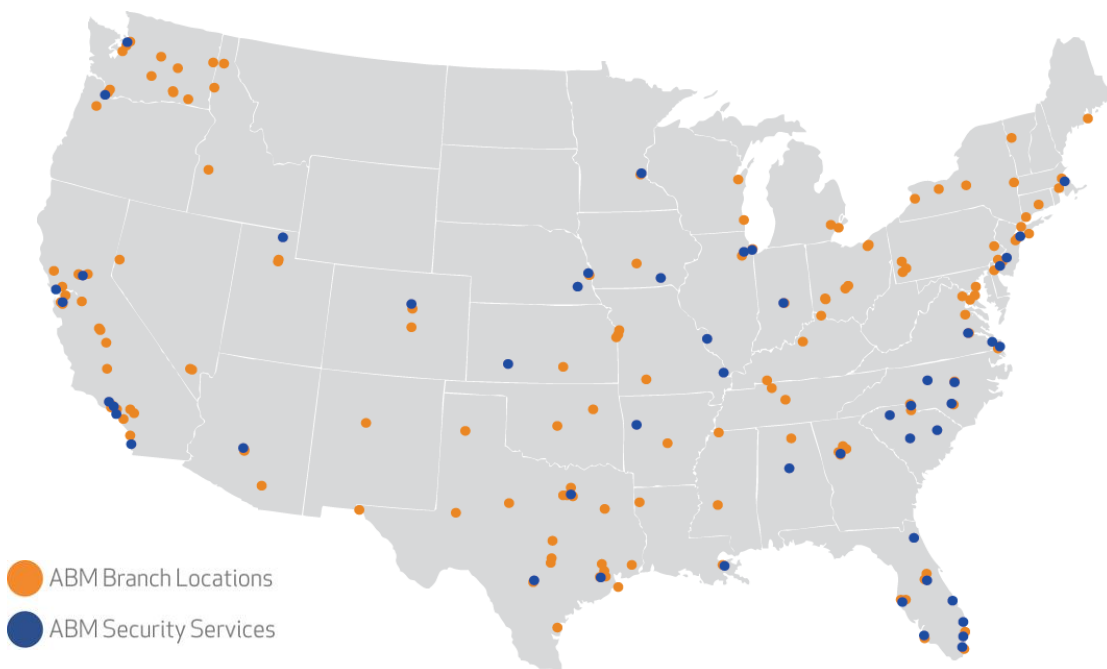
# Security at a Glance

## ABM/Elite Security at a Glance

\$402 million in revenues  
 61 offices nationwide  
 12,000 employees  
 7324 Southwest Freeway, 14<sup>th</sup> Floor  
 Houston, TX, 77074  
 Started in 1964  
 Parent Corporation ABM/Elite Industries  
 (NYSE:ABM)

## Our Services

Access Control  
 Background Investigations  
 Concierge Services  
 Paramedic Services  
 K-9 Services  
 S.T.O.P. (Tactical)  
 Marine Patrol  
 Crowd Control  
 Fire Watch Coverage  
 Life Safety Monitoring  
 Patrol & Alarm Response  
 Security Consulting & Surveys  
 Security System Design  
 Special Event Coverage  
 Uniformed Security Professionals  
 Ushers & Ticket Takers



# What to Expect From ABM

ABM/Elite provide solutions that consider your operating costs, preserve your assets and maximize their value. We focus on these core areas in order to deliver the best service possible:

## Service Excellence

With our highly-trained, in-house workforce, you can trust that we'll provide you with services that increase efficiencies and consider your operating expenses—all while maintaining a uniform standard of service excellence.

## Breadth of Services

We'll provide you with an unrivaled range of facilities solutions that will keep your properties safe, clean, comfortable and energy efficient.

## Deep Industry Expertise

From our national office to our local branches, we've made sure our workforce understands your industry. After all, in over 100 years' of service, we've developed the expertise to make our solutions work best for you.

## Technology-Enabled Workforce

Your facilities will be serviced with the support of innovative technology solutions that will simplify service delivery and allow for greater transparency.

## Guaranteed Sustainability Solutions

We've got expertise to support all of your sustainability goals, including green cleaning, LEED support, bundled energy solutions, and more.

***We are ready to Build Value for the DC Ranch Association.***