



PROPOSAL REPORT

DC Ranch Association Inc.

Sandra Breiling

DC Ranch Association

RFP#: 970158

Security Services Contract

ABOUT THIS REPORT

This comprehensive report includes all of the participating vendors and their responses, based on the identical scope of work provided to each company. The first page of the report includes an easy-to-read comparison of the more essential items related to each vendor, including contact information, compliance status, and proposal pricing. The second page includes a breakdown of each vendor's price, line-item by line-item. Following the second page are complete responses to the scope of work provided, including the vendor's recommended solution, warranties, and attached documents (if applicable)..

PROTECTING THE COMMUNITY

Each and every vendor who submitted a quote for this request has met, or exceeded, the predetermined minimum requirements for insurance and licensing (if applicable). Supporting documents (insurance policies, licenses, etc.) are provided in the digital version of the entire proposal report. In addition, every vendor within this report has an "apple rating" that is based on the quality of their work and customer service with other communities. This should help increase the likelihood of hiring the best contractor at the best possible price.

UNDERSTANDING A VENDOR'S PRICE

Vendor pricing can vary greatly, even when compared "apples-to-apples". Some of the many reasons for varying quotes include acquisition fees, insurances, employee benefits, sales commissions, warranties, capital equipment, quality of workforce and materials, experience of estimators, and profit margin. Multiple bids through a competitive bidding process is an important part of the solution to finding the right vendor for the job.

STAYING ORGANIZED

Any information related to this report has been digitally recorded for future reference or use. All related materials will be available for review in case a re-bid, punch-out list, warranty request, or dispute regarding the final product or service with a hired vendor is required.







THIS IS NOT A SEALED BID. ALL PRICES WERE VISIBLE UPON BID SUBMISSION FROM VENDORS.

Security Services Contract
DC Ranch Association | RFP #970158

Industry Solicited: **Security Systems: Products & Services**
Service Location:

Closed On: **10-17-2014**
Proposals Submitted: **7**
Alt.Proposals Submitted: **0**

High Bid: **\$1,800,931.00**
Low Bid : **\$1,494,187.00**
Average Bid : **\$1,623,599.15**


DESCRIPTION	VENDOR 1	VENDOR 2	VENDOR 3
			
Company Name:	ABM	Transcend Security Solutions, LLC.	Securitas Security Services USA, Inc.
Vendor Apple Rating: (Based on customer surveys & vendor follow through)	 4 Out of 5	 4 Out of 5	 4 Out of 5
Vendor Address:	1320 N. Semoran Blvd. , Orlando, Florida 32807	14850 N. Scottsdale Road, Scottsdale, Arizona 85254	2122 E. Highland Avenue, Phoenix, Arizona 85016
Contact Name:	Kat Quevedo	Chris Vetter	Amy Naccari
Office Number:	(407) 523-9442	(480) 656-6500	(602) 414-3652
Alt.Number:	(813) 508-4073	(602) 350-8710	N/A
Mobile Number:	(813) 508-4073	(602) 350-8710	(602) 350-6396
Email Address:	kat.quevedo@abm.com	chris.vetter@transcendsecurity.com	amy.naccari@securitasinc.com
Business Established:	1909	2014	2002
General Liability:	\$4,000,000	\$2,000,000	\$2,000,000
Workers Comp. Policy?	Yes	Yes	Yes
Meets Compliance Standards?	Yes	Yes	Yes
In-House Vendor? (Vendor affiliated with management company)	No	No	No
TOTAL AMOUNT PROPOSED:	\$1,596,692.88	\$1,579,449.55	\$1,520,523.00
Alternate Proposal?	No	No	No

Security Services Contract
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DESCRIPTION	VENDOR 4	VENDOR 5	VENDOR 6
			No image
Company Name:	AlliedBarton Security Services	IPSA Security Services	Trident Security Services, Inc.
Vendor Apple Rating: (Based on customer surveys & vendor follow through)	 4 Out of 5	 4 Out of 5	 4 Out of 5
Vendor Address:	1001 W. Southern Ave. , Mesa, Arizona 85210	2700 N. Central Avenue, Suite 370, Phoenix, Arizona 85004	2085 South Cottonwood Drive, Tempe, Arizona 85282
Contact Name:	Brian Hampton	Roy Regalado	Kelly Pinebird
Office Number:	(323) 841-5367	(602) 889-1626	(480) 736-1221
Alt.Number:	(602) 381-1795	(480) 710-0920	(480) 736-1221
Mobile Number:	(323) 841-5367	(602) 515-7572	(602) 538-0511
Email Address:	brian.hampton@ alliedbarton.com	rregalado@ ipsasecurityservices.com	jeanne@ trident-security.com
Business Established:	1957	2010	2001
General Liability:	\$5,000,000	\$3,000,000	\$5,000,000
Workers Comp. Policy?	Yes	Yes	Yes
Meets Compliance Standards?	Yes	Yes	Yes
In-House Vendor? (Vendor affiliated with management company)	No	No	No
TOTAL AMOUNT PROPOSED:	\$1,494,187.00	\$1,626,958.00	\$1,790,602.00
Alternate Proposal?	No	No	No

Security Services Contract
DC Ranch Association | RFP #970158

Industry Solicited: **Security Systems: Products & Services**
Service Location:

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High Bid: **\$1,800,931.00**
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Average Bid : **\$1,623,599.15**

DESCRIPTION	VENDOR 7
	
Company Name:	Anderson Security Agency, Ltd.
Vendor Apple Rating: (Based on customer surveys & vendor follow through)	 4 Out of 5
Vendor Address:	2555 West Morningside , Phoenix, Arizona 85023
Contact Name:	Debbie Anderson
Office Number:	(602) 331-7000
Alt.Number:	N/A
Mobile Number:	N/A
Email Address:	tmartin@ andersonsecurity.com
Business Established:	1994
General Liability:	\$3,000,000
Workers Comp. Policy?	Yes
Meets Compliance Standards?	Yes
In-House Vendor? (Vendor affiliated with management company)	No
TOTAL AMOUNT PROPOSED:	\$1,800,931.20
Alternate Proposal?	No

ITEMIZED PRICING BREAKDOWN

DESCRIPTION	VENDOR1	VENDOR2	VENDOR3
			
Company Name:	ABM	Transcend Security Solutions, LLC.	Securitas Security Services USA, Inc.
Line Item #1 Pricing: Security Services Contract	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #2 Pricing: Community Description	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #3 Pricing: Service Period	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #4 Pricing: Objectives for security at DC Ranch	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #5 Pricing: Staffing - Gatehouses, Patrol	\$931,107.78	\$1,462,189.13	\$0.00
Line Item #6 Pricing: Staffing-Management	\$1,000.00	\$76,937.78	\$0.00
Line Item #7 Pricing: Staffing - Other Requirements	\$69,513.05	\$0.00	\$0.00
Line Item #8 Pricing: Uniforms	Included In Total Price	Included In Total Price	Included In Total Price


Line Item #9 Pricing: Hiring and Recruiting	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #10 Pricing: Equipment Monitoring & Programming	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #11 Pricing: Payment	\$542,452.05	\$0.00	\$1,465,464.00
Line Item #12 Pricing: Vehicles	\$52,620.00	\$40,322.64	\$55,059.00
TOTAL AMOUNT PROPOSED:	\$1,596,692.88	\$1,579,449.55	\$1,520,523.00

ITEMIZED PRICING BREAKDOWN

DESCRIPTION	VENDOR4	VENDOR5	VENDOR6
			No image
Company Name:	AlliedBarton Security Services	IPSA Security Services	Trident Security Services, Inc.
Line Item #1 Pricing: Security Services Contract	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #2 Pricing: Community Description	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #3 Pricing: Service Period	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #4 Pricing: Objectives for security at DC Ranch	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #5 Pricing: Staffing - Gatehouses, Patrol	\$1,460,678.00	\$0.00	\$0.00
Line Item #6 Pricing: Staffing-Management	\$0.00	\$0.00	\$0.00
Line Item #7 Pricing: Staffing - Other Requirements	\$0.00	\$0.00	\$0.00
Line Item #8 Pricing: Uniforms	Included In Total Price	Included In Total Price	Included In Total Price

Line Item #9 Pricing: Hiring and Recruiting	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #10 Pricing: Equipment Monitoring & Programming	Included In Total Price	Included In Total Price	Included In Total Price
Line Item #11 Pricing: Payment	\$0.00	\$1,537,024.00	\$1,739,062.00
Line Item #12 Pricing: Vehicles	\$33,509.00	\$89,934.00	\$51,540.00
TOTAL AMOUNT PROPOSED:	\$1,494,187.00	\$1,626,958.00	\$1,790,602.00

ITEMIZED PRICING BREAKDOWN

DESCRIPTION	VENDOR7
	
Company Name:	Anderson Security Agency, Ltd.
Line Item #1 Pricing: Security Services Contract	Included In Total Price
Line Item #2 Pricing: Community Description	Included In Total Price
Line Item #3 Pricing: Service Period	Included In Total Price
Line Item #4 Pricing: Objectives for security at DC Ranch	Included In Total Price
Line Item #5 Pricing: Staffing - Gatehouses, Patrol	\$1,743,331.20
Line Item #6 Pricing: Staffing-Management	\$0.00
Line Item #7 Pricing: Staffing - Other Requirements	\$0.00
Line Item #8 Pricing: Uniforms	Included In Total Price

Line Item #9 Pricing: Hiring and Recruiting	Included In Total Price
Line Item #10 Pricing: Equipment Monitoring & Programming	Included In Total Price
Line Item #11 Pricing: Payment	\$0.00
Line Item #12 Pricing: Vehicles	\$57,600.00
TOTAL AMOUNT PROPOSED:	\$1,800,931.20

LINE ITEM #1: Security Services Contract

Your company has been selected to provide a confidential security proposal for the DC Ranch Homeowners Association located in Scottsdale, AZ.

File(s) Provided to Vendors:

ABM:

NOTES: Confirmed. Please see attached proposal.

EXCEPTION(S): NONE

ATTACHMENT(S): [DC_RANCH_PROPOSAL.pdf](#)

Transcend Security Solutions, LLC.:

NOTES: Thank you for the opportunity. Transcend Security has prepared responses to each of DC Ranch Association's RFP questions and has attached supporting information in the form of a complete proposal.

EXCEPTION(S): NONE

ATTACHMENT(S): [Proposal_for_Security_Services_DC_Ranch.pdf](#)

Securitas Security Services USA, Inc.:

NOTES: Please see the attached cover letter.
Thank you so much for the opportunity!

EXCEPTION(S): NONE

ATTACHMENT(S): [DC_Ranch_Cover_Letter.pdf](#)

AlliedBarton Security Services:

NOTES: Dear Ms. Breiling,

On behalf of our Mesa districtsupport team, it is our pleasure to participate in the DC Ranch Associationsecurity RFP process. The enclosed response includes detailed informationregarding AlliedBarton Security Services and how we can help you to achieveyour security and business objectives.

It is our hope that our strongcombination of excellent local management resources, expertise in residentialcommunities and our award-winning learning and development programs will makeus the clear choice to be your security partner. In our recent site visit, we got a good ideaof how the security program operates and how the security team interacts withthe residents, visitors, and vendors. AlliedBarton has experience in gatedcommunities and depth of resources and will share best practices to help makean immediate enhancement for DC Ranch Association.

AlliedBarton is proud to tailor its servicesspecifically to meet the needs of DC Ranch. Even though we are able to shareBest Practices from our many residential clients, AlliedBarton designs theoverall security approach to address your community. From our walkthrough, thefollowing areas were discussed, and we have offered some suggestions on howthey can be addressed.

MinimizingTurnover to Foster a Consistent Security Program for DC Ranch

A stable security staff has a greater depth ofunderstanding of your site, and becomes a more reliable presence upon which youand your residents can depend. On the other hand, a revolving door of securityofficers can signal a problem, is costly and undermines confidence in whatshould be the perception of a safe and secure environment.

CustomerService as an Extension of DC Ranch as an Extension of DC Ranch's Security Program

Security services do not end with patrols and access monitoring. By the nature of their position, and the respect they command, the security officers at your site can become customer service ambassadors - providing information, greeting guest and serving as a resource. It takes the right officer and the right training for this to be highly effective.

Ensuring a Quality Sercurity Program with Measurable Results

If you can't measure it, you can't manage it. In today's business world it's becoming increasingly important to establish performance standards and measure results. To take your security service to a higher level, we will be focused on quality assurance.

Thank youfor extending the opportunity to present the value we can bring to DC RanchAssociation. We look forward to havingthe opportunity

to prove our strengths. If you have any questions, please contact me at 323-841-5367 orbrian.hampton@alliedbarton.com.

Sincerely,
Brian Hampton
Business Development Manager

EXCEPTION(S): NONE

ATTACHMENT(S): DC_Ranch_Association_V5_edited_10-14-14_Final.docx

IPSA Security Services:

NOTES: We are appreciative of this opportunity and thank you for your consideration. To initiate our response we'd like to provide on our company, touch briefly on our operating philosophies and provide an example of the success of our approach.

IPSA Security Services was established in 2010 and since inception has grown organically into one of the more respected security services companies in Arizona. Founders Derek Oldham and Dan Wachtler, seeking to build a security company unique to the industry norm, placed the utmost importance to establish and operate upon the principle to deliver quality service to every customer, every employee, every day.

With an earned reputation of treating our security officers with respect while providing them with industry-leading support, we have operated with an impeccable focus on customer service and a consistent client and officer interaction at the management level. This has allowed our company to excel and compete with the larger, national security guard firms and to successfully establish a solid base of clientele.

ORGANIZATIONAL DEPTH

IPSA is rapidly being recognized as the premier provider in the Arizona marketplace, in part due to the depth of our organization. With this depth, IPSA's executive management is able to provide DC Ranch with national, regional and local company experience. Our local management team has been instrumental in security programs across the country where we have strategized, formulated, implemented, managed or supported hundreds of security programs over the last twenty years.

While there are a few, quality firms in this market, no other local provider can say they have a Board of Advisors that counts among them the following individuals:

- o Former Director for the United States Secret Service
- o Former Assistant Director for the United States Secret Service
- o Former Global Security Director and CSO for American Express

We mention this primarily to demonstrate our depth of strength, experience and support from within. When you partner with IPSA, you are getting a local company and service with national capability and strength.

Please see the Organizational Chart attachment in this section

PARTNERING WITH THE RIGHT CLIENT

Through implementation of a strategic plan for steady growth and expansion, IPSA has been selective in developing our client partners, seeking out clientele who share the desire for quality, performance and partnership. Being successful with this strategy, President Derek Oldham has established IPSA into a uniquely positioned firm offering local, personalized service with the flexibility and creativity of a small company, while providing the efficiencies, expertise and infrastructure found at larger, national companies. This operating model has allowed an efficient and steady, managed growth over the past four years.

FOCUS ON THE OFFICERS

With emphasis on supporting professional growth, developing career paths through training and education programs, and providing an industry-leading benefits package to our officers, IPSA Security Services has developed a strong presence in the local market as a desired employer for security personnel. Our history with officer retention exceeds industry standards, which validates the dedicated focus we place on our security personnel.

A QUICK LOOK AT OUR APPROACH SUCCESS

We are the premium local provider of guard services focusing upon our customers AND our officers, rather than simply focusing upon profits. While we are a for-profit business, our experience and success to date tells us that our approach works. By providing security services at a fair price we place focus on our officers and their well-being in order to create a positive work environment that works for them. In doing so, our belief is that retention will remain high and the officers will go above and beyond in performance to the satisfaction of our customers.

This approach proved successful as evidenced by our replacing a national, 16-year incumbent for the Phoenix Convention Center's security

requirements. Although we were slightly less expensive than the national firm, we were more expensive than 10 of the 12 proposers that responded. When that particular bid was put out publicly, IPSA was one of 46 companies to respond, one of 28 to participate in the walk through and one of 21 to put in a formal proposal.

IPSA was selected as being the best company from that rigorous process.

The city chose IPSA to secure their second largest revenue generator (behind Phoenix Sky Harbor) because of our collective experience in being able to run similar size programs and campuses. Additionally, the City of Phoenix has already recognized the benefits of IPSA being on site through enhanced and now seamless communications with their service partners. We have enhanced their command center operations to run more efficiently, have modified the staff structure to form a better command and control structure and finally, we have revitalized what had been widely regarded as stale and stagnant security program.

LOYALTY, RETENTION AND CUSTOMER SERVICE

IPSA is committed to exceptional performance with all contracts and it is this commitment that has supported our growth of a very loyal client base. On the same note, we excel in our efforts to focus support on our officers, which then builds loyalty and results in exceptional performance in the field.

In referencing our officers and critical to your selection criteria is our ability to attract and retain top-end personnel. This is primarily due to our recruiting methodology, officer benefit package and our company's culture, evidenced by our low officer turnover, which was less than 30% for the year in 2013, leading into 2014. We will discuss in greater detail (section 7) our retention philosophy and tactics that enable us to retain so many of our personnel over the long term.

As you consider IPSA for this important contract, know that IPSA's goal is to be more than an everyday security guard company; it is to be recognized as Arizona's premier security and customer service organization. We know the importance of 100% customer service and professionalism and are poised to continue this effort by partnering with the DC Ranch community.

EXCEPTION(S): NONE

ATTACHMENT(S): [SEC1_IPSA_ORG_Chart.pdf](#)

Trident Security Services, Inc.:

NOTES: Thank you very much for this opportunity to continue our long term partnership with DC Ranch! Please see the attached file as our cover letter.

EXCEPTION(S): NONE

ATTACHMENT(S): [Trident_Proposal_Cover_Letter.pdf](#)

Anderson Security Agency, Ltd. :

NOTES: Please see the attached proposal.

EXCEPTION(S): NONE

ATTACHMENT(S): [DC_Ranch_Proposal.pdf](#)

ATTACHMENT(S): [DC_Ranch_Proposal.pdf](#)

LINE ITEM #2: Community Description

DC Ranch is a Master Planned Community located in North Scottsdale. The community covers approximately 4,400 acres, comprised of single-family homes, condominium developments, commercial facilities, and common community and recreational facilities. This includes five manned gatehouses, 13 unmanned gates, one un-gated neighborhood and two community centers. Presently, the community association membership consists of approximately 2,600 residents and lot owners. The community will build out at approximately 3,000 homes.

File(s) Provided to Vendors:

ABM:

NOTES: Confirmed as addressed in corresponding proposal.

EXCEPTION(S): NONE

Transcend Security Solutions, LLC.:

NOTES:

EXCEPTION(S): NONE

Securitas Security Services USA, Inc.:

NOTES: Attached you will find a list of current Homeowner's Association clients. Some of these clients have been with us for over 10 years! Please keep this list confidential.

EXCEPTION(S): NONE

ATTACHMENT(S): [Current_HOA_Clients.pdf](#)

AlliedBarton Security Services:

NOTES: Experience

In the state of Arizona we currently service more than 48,000hours per week of security service. Our experience inside residential communities offers DC Ranch best practice opportunities to increase security. Our experience outside the residential market allows us the opportunity to bring DC Ranch the latest best practices from across the security industry. Our clients range from the Arizona Traditions, the Cloisters at Biltmore, Biltmore Colony Greens, Villa del Oro, Highlands at Dove Mountain, University of Phoenix, Vanguard, Edward Jones, Boeing, Raytheon, the Phoenix Plaza and all the Macerich Malls (Scottsdale Fashion Square Mall) to name a few. Many of these clients recognize excellent customer service as a key element of their security program.

AlliedBarton services over 500 communities nationwide.

EXCEPTION(S): NONE

IPSA Security Services:

NOTES: DC Ranch is not a typical community, nor would it be considered a typical HOA security assignment. Along with a high rate of officer/resident interaction the community includes country clubs and golf courses, community centers, paths and parks. Additionally, a variety of on-site events, traffic control requirements, and consistent construction traffic are present, along with the occasional snake. Most importantly, we understand the quality of life standards at your community are exceptional and this demands exceptional professional, customer service performance from your security provider. We also understand the value of officer retention and how it affects overall performance.

Our security services experience supports the mandate to focus on retention - developing professional relationships between any given security

officer and the community's residents is necessary to achieve exceptional performance. This can only be achieved if there is consistent contact with a known officer and this objective can only be met with significant retention. As you will read further within this proposal we target retention as a specific objective and tactic within our operations.

Additionally, since we have current operations at client sites that are similar in size and requirements security teams in excess of 30 officers, a mandate for exceptional customer service, gate access control and use of technology for reporting we feel confident in our ability to provide the exceptional service the DC Ranch community requires.

We firmly believe exceptional performance at DC Ranch needs to be the standard your community will accept nothing less. IPSA Security Services is poised to meet expectations of 100% customer service while becoming a familiar face to the community residents. We will achieve this by maintaining high officer retention and are willing to back this up per the Retention Clause within this proposal.

EXCEPTION(S): NONE

Trident Security Services, Inc.:

NOTES: Trident understands the unique needs of DC Ranch and is very grateful for the opportunity to proudly serve its residents since June of 2007. Please see attached file.

EXCEPTION(S): NONE

ATTACHMENT(S): [Trident_Security_Introduction.pdf](#)

Anderson Security Agency, Ltd. :

NOTES:

Anderson Security Agency conducted an on-site tour and inspection of the community. We feel that we are qualified and experienced to provide the high level of service that DC Ranch requires and expects. Highlights of Anderson Security include:

- Over 450 employees across Arizona; one of the largest woman-owned security firms in the State
- Entirely U.S. owned, privately held corporation, 20 years of financial stability
- Locally managed, owner-operated office in Phoenix
- Executive Leadership Team with over 100 years of combined security experience
- Industry employer of choice

EXCEPTION(S): NONE

LINE ITEM #3: Service Period

Service shall commence on January 1, 2015 at 001 hours and shall continue through December 31, 2015 11:59 hours. Additional contractual years may be awarded within the contract. Contract years cannot exceed (3) three years without reopening the bid process.

File(s) Provided to Vendors:

ABM:

NOTES: Confirmed as addressed in corresponding proposal.

EXCEPTION(S): NONE

Transcend Security Solutions, LLC.:

NOTES: Transcend Security understands and will comply. In fact, if awarded the contract for DC Ranch, TranscendSecurity is committed to ensuring a smooth transition and implementation. Therefore, Transcend Security agrees that the Management team assigned to DC Ranch (President or Executive Vice President and a dedicated Operations Manager) will not take on any new client accounts from the date of award until 15 days after implementation is complete. Our DC Ranch Management team will be 100% committed to the successful start-up of DC Ranch. Additionally, Transcend Security's corporate office is located just 5.1 miles from DC Ranch Association which will allow us to easily support DC Ranch for the duration of the contract period.

EXCEPTION(S): NONE

Securitas Security Services USA, Inc.:

NOTES: Securitas has read and understands the contract length between DC Ranch Association and the security provider.

EXCEPTION(S): NONE

AlliedBarton Security Services:

NOTES: AlliedBarton can successfully transition on this time line with a minimum of 6 weeks.

As the leader in providing security services to the residential market since 1957, AlliedBarton understands the competencies and customer experience that DC Ranch seeks from its security partner. By partnering with a provider servicing thousands of clients with needs similar to yours, a comprehensive security program will exceed your security and safety needs. ***Well trained, well prepared, responsive, customer service oriented and respectful security officers and supervisors will represent and enhance the DC Ranch brand.***

EXCEPTION(S): NONE

IPSA Security Services:

NOTES:

If awarded the opportunity to provide security services to DC Ranch IPSA will be prepared and ready to implement with confidence. Once our selection is confirmed we will develop a transition plan to work towards the January 1, 2015 start date.

APPROACH

Our approach to providing exceptional service starts at the top and results in a company-wide immersion of integrity, respect, customer service, accountability, discipline, teamwork, leadership and loyalty. All officers are initiated to these Core Values and all officers are expected to exemplify them. These values are the foundation of our operations and our culture.

Because we are locally owned and managed, DC Ranch will be dealing with the decision-makers of IPSA Security Services. There is a huge benefit of speaking directly with the owner of the company who can make an immediate decision and impact on your security program.

OPERATIONS/MANAGEMENT PRACTICES

IPSA seeks client partners who value collaboration as an integral part of a successful partnership. In our visit to the DC Ranch community and in our discussions with the DC Ranch Director of Security we find the potential for an excellent, collaborative relationship. We understand the value in being selective in partnership. We seek a partnership with DC Ranch where there is timely and consistent communication and collaborative intent; this coincides with our practice and culture.

It is our intention to develop and implement specific, daily practices that will ensure a deep, connected and successful collaborative relationship with DC Ranch. The following items, some having been mentioned previously, will help facilitate the development of this strategic partnership:

Open Communication IPSA executive management and staff will provide and be available for consistent and daily communication with the

management team for the life of the contract.

Officer NDA to instill to our officers the requirement of confidentiality, all officers assigned to DC Ranch will sign a Non-Disclosure Agreement specific to the site.

SPI (Strategic Planning Initiative) Program thought and discussion between your Director of Safety and Security and IPSA Management. This program will help solidify an ongoing, collaborative partnership, seeking improvement, solutions and potentially new, best practices and cost reductions.

Real World OI (Officer Immersion) education outreach for all security officers will keep them up-to-date and informed. This will support continuous improvement and affect officer performance, loyalty, morale and the overall culture in a positive manner.

Loss Reduction - We understand that complacency is an issue in the security officer industry and can lead to loss; we anticipate this and build a security program to ensure it doesn't happen on our watch. One method we use to counter complacency is to keep officers motivated through continuing education. We do this by cross training officers at all posts. Additionally, we:

- Rotate officers monthly to ensure skillset at differing gates
- 24/7 supervision to stay engaged with all security officer personnel
- Monthly training requirements
- Quarterly all-hands meeting
- Annual training required for any incremental wage increase

We will also keep metrics on any possible losses and will document where, why and how they occurred. We will work with DC Ranch management to focus our attention on loss mitigation and how we can help minimize them going forward.

Security Operations and Communication with Management

We maintain a constant ability to communicate with field operations, whether via documented reporting, land-line, cellphone, text messaging, email or directly on-site. All security supervisors or security managers are able to contact executive management at any time. We expect security managers to communicate on a regular basis and as needed with no barrier to contacting our executive level.

Security Staffing Deployment and Management Strategy

In staffing any given post we make great efforts to match the officer with the site and its requirements. As you will read further in this proposal, we undertake an extensive interview process, with two interviews in-office and a third given directly by the Security Manager. An additional option we may use is through our use of Predictive Index, the leading behavioral assessment tool recognized globally, to hire quality security personnel. By utilizing Predictive Index we are able to identify key behavioral traits that our officers must possess to ensure top job performance for our clients.

Deployments are managed by an Area Manager or by executive management. Our bottom line when working with your team is to have a plan of action in place that will allow for staffing with trained officers specific to the site, and to have internal staff Rovers readily available to cover any positions left open at any time, for any reason. These officers will be fully qualified to meet all standards specific to post requirements.

Supporting Special Projects or Emergency Response Situations

IPSA is prepared to staff up when called upon and with promptness in response to DC Ranch Security management requirements for special projects and emergency security situations should any arise.

TRANSITIONING

Because we've experienced transitioning several hundred client accounts we understand the nuances that are critical to a successful outcome. Every effort is made to have repeatable success at any of our client sites through proactive communications and our significant years of leadership experience.

As previously mentioned, nothing happens by accident with IPSA; we are a forward thinking organization which thrives on advanced planning and forecasting. Utilizing the experience of having transitioned over 200 accounts, executive management at IPSA Security Services is able to identify all the steps necessary for a transition regardless of size or complexity. With expertise, client collaboration and pre-planning we know exactly what needs to be accomplished.

There are multiple steps that are required for a successful site transition. IPSA has identified every step based upon our previous experience with accounts that range in size from a small 56 HPW account to those that are 6,000 HPW or greater. Regardless of the size, the steps outlined in the transition plan are specifically followed in sequence. Further, since we have planned for an orderly transition, this preparation allows for IPSA management to quickly adapt and resolve with efficiency any last minute items or challenges that may occur during the transition.

It is with this experience we will be successful. You will find we are detailed in our advance preparations as well as how we conduct our business day to day. The transition plan format we will utilize for has been demonstrated to work very well in moving our clients into the IPSA family.

An example of a recent, successful transition was a 1200HPW, 30-officer, multi-site facility where only 30% of the current security officers were to be retained. This naturally creates increased accountability on recruiting, screening, hiring and training the right personnel to fit within an existing operation, where customer service, daily customer interaction and access control were primary directives.

Through careful planning and diligence and importantly, consistent communication with the client we were able to successfully staff this site with optimum personnel and transition smoothly with minimal challenge. The client was extremely satisfied with this process and is listed as one of the references you may contact. Additionally, we have included the Transition Plan we utilized for this client as an example of how we will transition the DC Ranch / IPSA Security Services partnership.

Please see the Client Transition pages attached to this section.

EXCEPTION(S): NONE

ATTACHMENT(S): SEC3_IPSA_TRANSITION_SAMPLE.pdf

Trident Security Services, Inc.:

NOTES: Acknowledged and understood.

EXCEPTION(S): NONE

Anderson Security Agency, Ltd. :

NOTES:

Anderson Security Agency acknowledges the service period listed above to include January 1, 2015 - December 31, 2015.

EXCEPTION(S): NONE

LINE ITEM #4: Objectives for security at DC Ranch

Security at DC Ranch should accomplish the following set objectives:

Security personnel shall enforce policies and procedures using the most current technology provided, while providing exceptional customer service.

Construction admittance shall be controlled through proper communication and identification on a daily basis at all neighborhood entrances.

Security personnel shall conduct themselves professionally through proper appearance using courteous and respectable behavior.

Security personnel shall actively patrol the community and access points (i.e. path and trails, streets) using different modes of transportation (i.e. by foot, golf cart, bicycle or vehicle).

Guests shall be welcomed with professionalism in accordance with DC Ranch security procedures. They are to be logged into access systems, checked and authorized through resident contacts, and guided to their destination, if needed.

Guards shall greet all residents and guests warmly and handle all situations respectfully and firmly.

Guards shall be knowledgeable of all physical locations, characteristics and amenities within all neighborhoods.

Guards shall be trained and ready to assist in emergency situations and be able to identify when to call appropriate parties for resolution or further assistance.

File(s) Provided to Vendors:

ABM:

NOTES: Confirmed as addressed in corresponding proposal.

EXCEPTION(S): NONE

Transcend Security Solutions, LLC.:

NOTES: In order to successfully accomplish the objectives set forth by DC Ranch Association, Transcend Security will require all Security Professionals assigned to the community to complete a 35 course training program. The program is designed to teach the essentials of security in a gate guarded community and focuses on the fundamentals of access control, customer service, resident/guest interaction, emergency response, patrolling safety and techniques as well as site specific training. Complete details are outlined in the attached proposal.

EXCEPTION(S): NONE

Securitas Security Services USA, Inc.:

NOTES: Please see the attached documents.

EXCEPTION(S): NONE

ATTACHMENT(S): [DC_Ranch___Securitas-Partnership.pdf](#)

ATTACHMENT(S): [Local_Company_Overview.pdf](#)

AlliedBarton Security Services:

NOTES: AlliedBarton fully understands and can accomplish these objectives. With our national support and local response, we have the best practices and management processes in place to ensure your key performance indicators (KPIs) are met and exceeded.

Quality Assurance

Quality is the foundation of AlliedBarton's security services. It is the factor that consistently differentiates us from other companies, and it's the primary reason we're regarded as the industry's most responsive security services provider.

Our senior management group works as a team in order to develop and implement innovative new programs and operational practices. We use cross-functional teams for special quality-improvement initiatives. District staff works toward the common objective of providing service that exceeds your expectations. Our security officers pledge their commitment to our Dare to be Great culture, which includes a strong quality component.

Measuring Results

We offer the best security programs available. But there is room for improvement in every organization. In order to provide you with the best possible service, we regularly review and measure our performance. Some of our measurements and evaluations include:

1. Weekly service hours
2. Employee retention and tenure

3. Recognition and rewards
4. Training
5. Incidents
6. Performance evaluations
7. Trends
8. Customer satisfaction survey results
9. Best practices
10. Goals and improvement processes

Quality Business Reviews

Regularly scheduled assessments are reported and reviewed in meeting between your security management team and AlliedBarton's local management. These reviews are designed to:

1. Review accomplishments
2. Create benchmarking for future reviews
3. Establish measurable goals

EXCEPTION(S): NONE

IPSA Security Services:

NOTES: We believe IPSA Security Services is a great match to achieve these objectives. Our recruiting and hiring practices are the initial key factors to meeting these objectives to result in exceptional customer service and diligent performance. In furthering the effort to meet these objectives we will rely upon our extensive training and education programs (beyond the DCRanch training that will be provided).

TRAINING AND STAFF DEVELOPMENT

Training and staff development are paramount in the execution of our service to clients, officer growth and professional development, and the growth and strategic course of our company. Training of our officers is an on-going, continual process. Only after completion of our initial training programs and passing all examinations will our officers be allowed to work on their own. Comprehensive quarterly reviews ensure that our clients are provided the best service and manpower available.

We provide training that is above and beyond typical guard businesses, providing 39 different programs including site specific and on-the-job training. We continually measure and track officer development as it relates to training to insure optimum performance in the field. Whether we provide formal training programs that are topical, for career path, or insupervision or management, all programs are tracked for each officer and can be documented and proof sourced to our customer. We provide 95% more training on an annual basis than is required by DPS code.

Schedule Training Meetings

On a scheduled basis, meetings are held with security officers to review security operations, standard building procedures, emergency situations and customer service techniques.

IPSA has partnered with the Professional Security Training Network (PSTN www.pstn.com) which provides us with a library of over 300 on-line training topics. These topics include but are not limited to customer service, loss prevention and emergency situations to utilize at our scheduled training meetings.

We invest heavily into training our people to insure our security programs run effectively and efficiently. Proprietary and confidential to IPSA, our training programs are multi-faceted in approach and scope. A summary of our training is listed below.

- IPSA Introductory Training Course, 4hrs (ITC) new hires
- Site Specific Training/Exam and Cross-Training
- Testing to OJT (On the Job Training) material
- Customer Service Training
- Supervisor Training
- CPR, First Aid, AED (Automatic External Defibrillator)
- 8 Signs of Terrorism
- SUITS (5) program levels (Step Up In To Success - proprietary to IPSA)
- Bike Patrol Safety
- Segway training
- Vehicle Patrol Safety
- High-Rise Safety Manual
- Industrial Safety Manual
- Post Orders

- Emergency Response Training
- Report Writing
- Fire Life Safety Training Manual
- Training for Crowd Management
- Sexual Harassment Education
- Quarterly training sessions with client site

Customer Service

In reference to customer service within our training, IPSA emphasizes this important topic repeatedly. We discuss it in our interviews, we train to it in our initial training course (ITC) before a first solo duty assignment and then we train to it throughout the year. With PSA officers and management, you will never find that Customer Service is a Department it is part of our training and culture.

To emphasize the value we place on customer service we have established a relationship with the Downtown Phoenix Partnership and its Vice President, Terry Madezka as part of their outreach program to enhance customer relations and service within the business community. This may include quarterly and semi-annual training in customer service from companies such as Southwest Airlines and Nordstrom's. The training that DPP and its partners will provide our officers on customer service will be in addition to existing IPSA customer service training.

At IPSA, we believe that training provides a quality officer. In addition to our standardized and site-specific training we are consistent in providing advanced, specialized and on-going training to our professional officers.

Advanced Training

- Security Principles and Practices
- Protection of persons in the Event of Riot, Civil Disorder or Other Emergency
- Fire Fighting
- Traffic Control
- Identification and Preservation of Evidence
- Record Keeping and Report Writing

Specialized Training

IPSA Security will provide an additional twenty (20) hours of training that will be completed within 120 days of assignment to DC Ranch. This training will include the following:

Professional Communications: Note taking, report writing, radio operations and phone courtesy.

Physical Security: Patrol, facility access and key control, alarm systems, fire protection and suppression and accident prevention.

Interpersonal Relations: Human relations, drug and alcohol abuse and abnormal behavior.

Specific Topics: Including violence in the workplace, bomb threats, traffic and crowd control, driver safety and accident prevention.

Legal Authority: Scope and limitations including power of arrest, search and seizure in addition to preservation of evidence.

Arizona Law: Criminal and Civil: the training shall cover but not be limited to the definition of felonies and misdemeanors, laws pertaining to detention and arrest, laws dealing with search and seizure of persons and things.

Ongoing Training

Each supervisor, regardless of the size of the account is instrumental in the ongoing training program. This is done on a daily basis by going through proper shift briefings and through pass downs or memorandums.

More formally, on a quarterly basis, all hands training sessions will be held in groups to cover specific and HOT issues and policies. These agendas are setup prior to holding the meetings so that any topical issues that are pertinent to current events or site-specific concerns can be included.

Security Training Modules

We have implemented a training program that not only meets, but exceeds state training requirements. Training modules have been implemented so training is a continuous process. This ensures our security officers are being trained on every aspect of security. Tests will be given to each security officer at each post to ensure they are competently ready for service.

Employee Career Development

IPSA provides additional training to further support professional development and to ensure we do not have a stagnant work force. We prefer to

promote internally with officers that complete our custom training programs for advanced security skills. This program allows for certain officers that meet the requirements to further advance their training and earning potential. This program is designed for employees who desire to establish their career path within the security industry:

- Team Building Skills for Managers & Supervisors
- Coaching Skills for Managers & Supervisors
- How to Supervise
- Making Meetings Work
- Managing Change
- Thinking outside the Boundaries
- Project Management
- OSHA, MSHA, IHSS Basics and Certifications
- Emergency Preparedness

Value Added Training and Exercises

IPSA Security Services has the personnel to provide our officers with numerous additional training activities. The following list provides a sample of the diverse training skills our team possesses and can provide to our security personnel.

- Fire Warden Training
- Table Top Exercises
- Emergency Procedures
- Access Control
- Work Place Violence
- Fire Life Safety
- Project Management
- Customer Service Training
- Public Relations
- All Hands Meetings
- Active Shooter
- Penetration Training
- Safe Lifting

All training is tracked and measured in our database and can be supplied to the client upon request. Further, we are constantly developing new and better training methods and work with our customer at Everest College to insure we are kept apprised of the latest in the Criminal Justice field. More critically, we are anticipating collaboration with DC Ranch to determine specific curriculum, training and testing relative to site requirements.

Please see the Training and Education attachment page in this section

EXCEPTION(S): NONE

ATTACHMENT(S): SEC4_IPSA_TRAINING.pdf

Trident Security Services, Inc.:

NOTES: Trident prides itself on hiring the best qualified officers to serve its clients. We understand that DC Ranch is a unique community with dynamic environment requiring highly capable, customer service friendly officers and as such incorporates an unmatched selection and training program. Please see attached file.

EXCEPTION(S): NONE

ATTACHMENT(S): Trident_Selection_and_Training.pdf

Anderson Security Agency, Ltd. :

NOTES:

Anderson Security Agency acknowledges the scope of work listed above. We are qualified to enforce the policies and procedures covenant of DC Ranch.

EXCEPTION(S): NONE

LINE ITEM #5: Staffing - Gatehouses, Patrol

Security Company will be responsible for staffing personnel at all five (5) manned gatehouses and three (3) patrolling units. All five (5) manned gates are staffed 24 hours a day, with two (2) patrol guards staffed 24 hours a day and one (1) patrol guard staffed eight (8) hours a day. Total billable hours shall be 1,464 hours per week with approximately 37 employees on staff

File(s) Provided to Vendors:

ABM:	LINE ITEM PRICE: \$ 931,107.78
NOTES: Confirmed per attached pricing matrix. Line item includes the following: Lead Patrol Divers Patrol Drivers West Gate Gate Leads (includes West) EXCEPTION(S): NONE ATTACHMENT(S): Pricing_Matrix.xlsx	
Transcend Security Solutions, LLC.:	LINE ITEM PRICE: \$ 1,462,189.13
NOTES: Transcend Security has prepared a detailed method of approach to hiring and retaining quality Security Professionals for DC Ranch. The community will be staffed as required and Transcend Security will be responsible for staffing all hours at the straight time hourly rates. Complete details have been provided in the attached proposal. EXCEPTION(S): NONE	
Securitas Security Services USA, Inc.:	LINE ITEM PRICE: \$ 0.00
NOTES: EXCEPTION(S): NONE ATTACHMENT(S): DC_Ranch_Staffing_Plan.pdf	
AlliedBarton Security Services:	LINE ITEM PRICE: \$ 1,460,678.00
NOTES: AlliedBarton has the resources and experience to transition a large staff and recruit when needed, accomplishing the scope of work described in Line Item #5. Please review attached document for pricing details, inclusions, and totals. Please review both "spread sheets" on the document. Billing is net 30. <i>Scope of Service</i> Five manned gate access control 24 hours per day, 7 days per week 2 vehicle patrols 24 hours per day, 7 days per week 1 vehicle patrol 8 hours per day, 5 days per week 1 Salaried Security Manager (Account Manager) 3 Shift Supervisors (working shift) Approximately 37 employees scheduled HPW = 1464 (hours by position are broken down based on estimated %s over 3 years) <i>Officer Bill Rate</i>	

Position	HPW 314	Wage Rate	Bill Rate
Security Officer Level I		\$13.00	\$17.93
Security Officer Level II	168	\$13.50	\$18.61
Security Officer Level III	628	\$13.75	\$18.96
Security Officer Level IV	128	\$14.00	\$19.30
Shift Supervisor	168	\$13.50	\$18.61
Security Manager (Act Mgr.)	40	\$23.08	\$31.82

EXCEPTION(S): NONE

ATTACHMENT(S): [Copy_of_DC_Ranch_Pricing_Submission.xlsx](#)

IPSA Security Services:

LINE ITEM PRICE: \$ 0.00

NOTES: IPSA fully intends to staff the DC Ranch security team with full time security officers to the extent possible. We believe that when full time officers are utilized, compensated fairly and provided an exceptional benefit package, our customers and their resident customers will receive a dynamic, dedicated and industry leading team.

Officer Scheduling Flexibility

Regarding schedules, IPSA has established policies that help distinguish us from the competition. The guidelines below help us to attract dedicated and competent talent and show the officer that we are aware of their need for a schedule that works for them and their family. The scheduling methodology deployed allows for security officers to better plan their lives and provides our officers an enhanced quality of life because they know their schedules in advance. Some of these differences for a security officer's schedule are below:

- No Double-shifts unless authorized by IPSA/client, or in emergency situations
- No more than 12 hour shift per 24-hours unless separated by an 8-hour non-duty period
- IPSA Scheduling to provide consecutive days off
- No eight (8) hour turnaround shifts (e.g. off at 11pm and have to be back at 7a)
- Not allowed to work three separate shifts in a week (days, swings, nights) unless specifically authorized by senior management and client
- No more than 56 hours worked in a week

Additionally, we realize there may be situations that arise where these policies will need to be adjusted or waived. Such situations include emergencies or weather conditions; in any occurrence we will communicate with the client to ensure an understanding is in place for any given situation.

Creating a Positive Work Environment for Our Officers

The creation of a positive work environment starts from the top of our organization and carries throughout IPSA's management, operations and to the officers in the field. A pro-active, can-do attitude while operating with our core values in mind allows us to deliver our best efforts to clients and officers.

Providing personal attention to officers, whether in-person, on-site or via telephone is testimony to our sincere care for our officers' well-being. We listen. Then we act. When the officer knows we have their back this ultimately supports a positive work environment. As a result, they respond with a higher level of performance.

Supporting our outreach to officers and contributing significantly to establishing a positive work environment is our Recognition and Reward Programs. Whether acknowledging performance, rewarding excellence in customer service, recognizing a contribution to operations or simply signifying longevity of service, our programs instill a sense of accomplishment, helping to achieve the development of a positive employment experience for officers.

Importantly, IPSA's executive management exemplifies an open-door policy, being readily available to meet with or speak to an officer, for any

reason. It is this personal attention from the top that adds to the separation between IPSA and the rest of the competitors and supports a positive working environment, whether in office or in the field.

Managing Performance

IPSA Security Services use a counseling system to ensure our officers are meeting the performance standards for the site. By working directly with our clients to determine needs or concerns, we utilize coaching, counseling, and documentation to ensure our officers are meeting the standards we set.

Tools include a validation report, employee reviews (conducted at 2 weeks, 90 days and 12 months), WinTeam analytics, weekly supervisor meetings, monthly meetings with Client and site management, quarterly all-hands meetings with all staff and management site visits.

Examples of performance standards:

- Providing DARs according to an established schedule
- Uniform inspections
- Golf cart inspections
- Providing DARs during overnight shift
- Daily guard tour reports, checked and verified by account manager
- Weekly customer survey review, specific issues with officers addressed

Measuring Performance: EVALUATION THE IPSA VALIDATION REPORT

The cornerstone of our commitment to quality assurance and **Return on Investment (ROI)** is our industry leading and proprietary performance measurement tool. Drawn from the Best Practices of technology and engineering firms combined with our own internal productivity experts, IPSA has developed and designed this report specifically with the intent of capturing measurable performance data in order to assess real service delivery. Unlike other performance scorecards, where subjectivity and opinion allow for negative results to be covered up, The IPSA Validation Report provides our customers an analysis of eight (8) **objective** service areas supported by real quantifiable data that simply does not allow for any component of our delivery system to be hidden. As a customer should expect, all positive AND negative results will be documented and reported in our unceasing efforts to offer **The Value of Performance**.

What is the cost of low-price security.

- High employee turnover
- Poorly trained security officers
- Poor image of security officers
- High liability risk

How can you assure the best value for your security dollar.

- Quality service from your provider
- Reduce employee turnover
- Excellent officer performance
- Return on Investment

Whether utilizing The IPSA Validation Report simply as a measuring stick of your Return on Investment (ROI) from partnering with IPSA Security Services or also as the source of a performance-based contract, the objective is to strive for quality assurance and continuous improvement. On a monthly basis, IPSA Security Services will compile all data required in order to eliminate the administrative task of scoring the measurement tool. Each site Supervisor is the primary owner of the document and has the first line of accountability for quality performance and problem resolution at each location. Then, once a quarter, an average score from the previous three monthly reports will be tabulated, and The IPSA Validation Report will be presented by the President, to the customer with backup documentation supporting each section.

This process creates an outstanding platform of dialogue on our performance trends, analysis of failing performance and plans for resolution. Most important, the report provides substantiation confirming that you are receiving the proper return on your security investment as a justification against pressure to buy the lowest price during tough economic times.

Please see the IPSA Validation Report attached to this section

Minimum Starting Wage \$12.50 - Includes full benefits for full time officers; eligible for all incentives.

Wage Increase to \$13.00 after 90 days of service, based upon the officer maintaining a record of excellence in customer service, post requirements and training participation.

EXCEPTION(S): NONE

ATTACHMENT(S): SEC5_IPSA_EVALUATION.pdf

Trident Security Services, Inc.:	LINE ITEM PRICE: \$ 0.00
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NOTES: Acknowledged and understood.

EXCEPTION(S): NONE

Anderson Security Agency, Ltd. :	LINE ITEM PRICE: \$ 1,743,331.20	LINE ITEM PRICE: \$ 1,743,331.20
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NOTES:

Anderson Security Agency acknowledges that the number of weekly hours is 1464. There will be three (3) levels of personnel that will include Security Officer, Shift Supervisor/Patrol Officer and Security Manager.

Officer Pay Rate

Final Billing Rate

\$13.00

\$22.50

\$14.50

\$24.00

\$24.00

\$32.00

	Hourly	Monthly	Annual
Composite Rate	\$22.90	\$145,277.60	\$1,743,331.20

	Monthly	Annual
Hybrid Vehicle (3)	\$4,500	\$54,000
Electric Golf Cart (1)	\$300	\$3,600

Discount: 2% 10 Net 30

EXCEPTION(S): NONE

LINE ITEM #6: Staffing-Management

The Security Company shall provide one Security Manager to oversee general security operations and supervision of the staff and community, who will report directly to the Director of Security employed by DC Ranch Association. The Security Manager shall be provided with a cell phone by the Security Company and may be supported by additional Shift Supervisors as needed. Security Company shall also provide two (2) computers and one (1) printer, along with any associated supplies, repairs or replacements for the sole use of the Security Company staff. The Security Company will also provide basic office supplies for the use at four (4) of the manned gates staff related to administration (i.e. pens, notepads, paper clips, ink for printers and staples). All supplies needed at the West Gate will be provided by DC Ranch Association.

File(s) Provided to Vendors:

ABM:	LINE ITEM PRICE: \$ 1,000.00
NOTES: Confirmed as addressed in corresponding proposal.Computers and Printer	
EXCEPTION(S): NONE	
Transcend Security Solutions, LLC.:	LINE ITEM PRICE: \$ 76,937.78
NOTES: Transcend Security recognizes the importance of selecting a well qualified leadership team for DC Ranch. Our proposal accounts for a salaried Security Manager who will make \$55,000 per year plus benefits. We have also accounted for four (4) Shift Supervisors who will make \$15.00 per hour. Additionally, all required equipment has been accounted for in our bid. It should be noted that, if awarded the contract for DC Ranch, Transcend Security is willing to retain any incumbent security personnel that wishes to remain on site and work for Transcend Security. This of course would be with the DC Ranch Management teams approval.	
EXCEPTION(S): NONE	
Securitas Security Services USA, Inc.:	LINE ITEM PRICE: \$ 0.00
NOTES: Please see the description under Staffing Plan.	
EXCEPTION(S): NONE	
AlliedBarton Security Services:	LINE ITEM PRICE: \$ 0.00
NOTES: AlliedBarton understands and willprovide a salaried Security Manager (Account Manager) to DC Ranch. The SecurityManager will be supplied with a cell phone, two computers, and one printer,along with supplies for four manned gates as outlined in Line Item #6. The equipment requested in this line item ispriced into the officer bill rate. The cost will not be billed back to DC Ranch.	
AccountManager Model	
AlliedBarton account managersrepresent the critical difference between AlliedBarton and other securityproviders. This manager is dedicated to your account, knows everything aboutyour needs and the needs of our officers, and typically is rewarded throughincentive compensation for performance in key functional areas.	
LeadershipDevelopment	
Thedemands are high for the security program at DC Ranch Association. This program requires a high level,sophisticated Account Manager with the ability to manage up, across and downappropriately.	
We will develop andmentor the Account Manager to enhance his ability to interact with homeownersas well as multiple layers of community groups and law enforcement. By being more proactive, s/he can take theinitiative to communicate with you to present issues, while suggesting solutionsand following up with the results that you expect, allowing you to focus onyour job versus managing security.	
EXCEPTION(S): NONE	
IPSA Security Services:	LINE ITEM PRICE: \$ 0.00
NOTES:	
THE IPSA SECURITY MANAGER	
IPSA willselect and propose the best possible candidate for the Security Managerposition based on leadership ability and experience, approach to customerservice, ability to support the retention objective and other attributesdesired by DC Ranch. The current Security Manager at DC Ranch has beenidentified as a potential candidate and will be considered for this position. However, as this is a position of significantresponsibility, recruiting and identifying other potential candidates for thisposition is recommended. To promote from within, IPSA will review our currentpool of internal candidates, as well as existing security personnel beingretained at DC Ranch, for consideration. IPSA will manage the search andpresent the viable candidate to DC Ranch for final approval.	

Once selected the Security Manager will be involved with the hiring, training and transition processes as she/he begins to help build the DC Ranch security team. It is acknowledged that approximately 50% of the current staff at your community will be retained and the Security Manager will work with these individuals closely to ensure a smooth transition.

The Security Manager will be responsible for monthly reporting, present topics for training, conduct weekly on-site supervisor meetings and will have the opportunity to meet with other IPSA Security Managers on a monthly basis. We have found that this monthly interaction with peers provides a platform to discuss issues and challenges these roles have in common, regardless of the operating environments.

Security Manager's Reporting Structure

In a previous part of this proposal, we identified the IPSA organizational chart for the company; it is intentionally flat and allows efficient communication, accountability and action. In partnership with DC Ranch we intend to implement this same strategy.

For the purposes of brevity, we propose to manage the staff at DC Ranch in the following manner:

- The Security Manager will report directly to the President/COO of IPSA Security;
- The Security Manager shall be IPSA's on-site person in charge, followed by the 24x7 Shift Supervision, then vehicle patrol officer, and then the gate security Officers.

IPSA utilizes guidelines from American Society for Industrial Security (ASIS) and commonly accepted security practices known as span of control. The Security Manager will be responsible for the entire program, supported by 24x7 supervision through shift supervisors. It is important to keep a very small span of control to ensure all officers are being visited on a daily basis. This allows the IPSA Security Manager and Supervisors an opportunity to identify the positive and negative aspects of every officer.

These Supervisors will have specific stated duties to accomplish. More importantly, we think having free roving supervisors to help assist with incident response and directing day to day activity is potentially more efficient than having supervisors sitting in a guard house directing activities based upon limited viewing and audio abilities. These supervisors will be able to relieve all positions for breaks, take lead in customer dispute resolution as necessary and to drive and observe the day-to-day operations. Further, they will have tasks assigned to them for which they are responsible. Supervisors will be encouraged to use these tasks to develop their teams, enhance their skills and knowledge and ultimately, prepare and assess these officers for potential promotion within the ranks.

Security Manager Responsibilities

The Security Manager is accountable for day-to-day operations of a particular account, to include the hiring and discharging of subordinate staff. Responsible for building, improving and maintaining relationships with clients and employees; developing and retaining staff; coordinating needed support services to effectively manage the account to meet or exceed financial and operational goals and provide quality customer service. Reports directly to the President of IPSA Security Services.

Essential Functions:

Oversight of patrol and all gate posts and serve as the customer service leader, security presence and visible deterrent to crime and community rule infractions as needed. Supervise officers in their performance of serving residents, providing customer service, controlling access, detecting suspicious activities, criminal acts or community rule infractions. Oversight of activities which may be a threat to the property, client or employees at the community. The Security Manager must report all incidents, accidents or medical emergencies to the client and the President of IPSA. Respond to emergencies, such as medical and bomb threats; and to alarms, such as fire and intrusion by following emergency response protocols.

8 key responsibilities in order of importance for the Client / Post-specific position.

1. Supervise the day to day security operations of the assigned client site.
2. Manage a team of Security Officers, Site and Shift Supervisor, including hiring/selection, scheduling, payroll, training, coaching, development and support.
3. Ensure the Client Site is provided with high quality security services to provide customer service, protect people and property.
4. Build, improve and maintain effective relationships with both client and employees.
5. Coordinate necessary support services to effectively manage client site to meet or exceed financial and operational goals and provide quality customer service.
6. Ensure all required reporting and contract compliance requirements are met.
7. Handle any escalated security issues or emergency situations appropriately.
8. Other management responsibilities as determined by Client or IPSA President.

Other Responsibilities:

Staff Management

- Communicate staffing needs via Requisition Form; assist recruiters in identifying, interviewing and hiring quality candidates.
- Develop staff in both technical and professional skills through performance management (coaching, counseling, disciplining, MSO training, annual formal performance evaluations, recognition, etc.).
- Assure that employee grievances are heard and resolved (with help from appropriate Support employees, as required) and that personnel records are updated and accurate (Change of Status forms, rosters, etc.).
- Assure communication of policies, company announcements and job openings through a consistently updated READ file at each site.
- Provides the basis of a great place to work by treating staff with respect.
- Enhance retention by following the above items.

EXCEPTION(S): NONE

Trident Security Services, Inc.:

LINE ITEM PRICE: \$ 0.00

NOTES: Please see attached file.**EXCEPTION(S):** NONE**ATTACHMENT(S):** [Trident_Management_and_Supervision.pdf](#)

Anderson Security Agency, Ltd. :

LINE ITEM PRICE: \$ 0.00

LINE ITEM PRICE: \$ 0.00

NOTES:

Anderson Security understands that we will be required to provide two (2) laptop computers, one (1) printer and associated supplies and basic office supplies for four (4) manned security gates.

This is included in the bill rate.

EXCEPTION(S): NONE

LINE ITEM #7: Staffing - Other Requirements

In an effort to retain quality personnel and maintain exceptional customer service, DC Ranch Association requests minimum starting wages for all guards to include full benefits and other incentives for maintaining a premier security presence. A minimum starting wage with potential increases must be submitted for all personnel and be outlined within the bid proposal. A detailed summary of company benefits shall also be provided separately within the bid proposal. Please be prepared to outline and discuss your philosophy on employee retention, along with how your company will provide exceptional customer service to our residents and guests.

File(s) Provided to Vendors:

ABM:	LINE ITEM PRICE: \$ 69,513.05
NOTES:	
Confirmed as addressed in corresponding proposal.	
Project Manager	
EXCEPTION(S): NONE	
Transcend Security Solutions, LLC.:	LINE ITEM PRICE: \$ 0.00
NOTES: Transcend Security recognizes the requirement for high level Security Professionals and agrees that wages and benefits are an important retention tool. Transcend Security has proposed a starting wage for Security Professionals of \$13.00 per hour. Shift Supervisors will be paid \$15.00 per hour and the Security Manager will be salaried at \$55,000 per year. Additionally, all full-time personnel will be entitled to the following benefits/incentives (see attached proposal for complete details::	
<ul style="list-style-type: none">• CompanyMatch IRA Transcend Security will match an employee's pre taxcontribution up to 3%.• Free Lifeand AD&D Insurance All full time (30 hours per week or more)employees receive a free, guaranteed issue, \$10,000 life and AD&D insurancepolicy.• MedicalInsurance All full-time employees have available medical benefits throughour ACA compliant Health Net Silver plan. Transcend Security covers 50% or moreof the cost of the plan for the employee.• PaidVacation Security Professionals will accrue (based on a 40 hour workweek) one (1) week of paid vacation during years 1-5, two (2) weeks in years6-10 and three (3) weeks of vacation after they reach their 10 yearanniversary.• Paid SickTime Sick leave is accrued (based on a 40 hour work week) at two (2) daysper year and can be used in accordance with company policy.• NoCost/No Deposit Uniforms Alluniforms, including shoes, are issued to employees at no cost and no deposit isrequired. Employees are only responsible for their socks and under garments.• HolidayBonus Every employee (with the exception of the Security Manager) workingat DC Ranch prior to October 31st of each calendar year will receivea \$150.00 Holiday Bonus on their first paycheck in December of each year.• Monthly/Quarterly/AnnualAwards Transcend Security, withthe input of DC Ranch Management, will honor an Employee of the Month, Quarterand Year at DC Ranch. The award will be based on acts of service and the servicethe employee has provided to the community. Awards will be paid out at \$250 foreach Employee of the Month, \$500 for each Employee of the Quarter and \$2,500for the Employee of the Year for a total of \$7,500 per year.• SpotRecognition Awards The Security Manager and/or Transcend SecurityManagement will issue on the spot awards for Security Professionals that goabove and beyond while providing exceptional service. Awards may include movietickets, fuel cards, grocery cards, visa gift cards, sporting event tickets,car wash cards, etc.• SecurityManager Incentives Transcend Security recognizes that in order to have asuccessful team at DC Ranch, we must have an outstanding leader! Continuingwith our philosophy of providing benefits and incentives well above theindustry standard, our goal is to attract a top notch Security Manager byproviding the following benefits/incentives:	
<ol style="list-style-type: none">1. Transcend Security will pay the annualmembership cost to ASIS International (www.asisonline.org) for the Security Managerfor DC Ranch.2. Transcend Security will sponsor and pay for allof the training materials and courses for the Security Manager to receivehis/her Physical Security Professional (PSP) Certification through ASISInternational. PSP Certification takes approximately 1 year to complete.3. The Security Manager will receive a new laptopcomputer and cellular phone (of his or her choice) that will be provided byTranscend Security.4. The Security Manager for DC Ranch will beeligible for an annual bonus of up to 10% of his/her annual salary. TheSecurity Manager will be provided with four (4) annual goals that areestablished in order to maintain a high level of service and continuouslyimprove service. Each goal will be worth 2.5% of the eligible bonus. The goalscan be mutually agreed up by Transcend Security and DC Ranch Managementhowever, suggestions may include Client Satisfaction Score Card ratings,retention of personnel, operational efficiency and performance management ofstaff. This bonus will be paid out on the Security Managers first paycheck inDecember of each calendar year.	
As a long-term effort to continue to retainpersonnel, Transcend Security would like to propose a not to exceed annualincrease of 3% of contract value. The 3% would be would be placed in a pool offunds that will be allocated as salary increases to Security Professionalsbased on	

merit/performance. Each Security Professional will receive his/her annual performance review by the Security Manager and a salary increase will be proposed. Supporting documentation and a report illustrating the allocation of salary increases will be provided to DC Ranch Management for approval.

Additionally, as previously discussed, all Security Professionals assigned to DC Ranch will be required to complete a 35 course training program which focuses on providing exceptional customer service in a gated residential community. Complete details of the program have been outlined in the attached proposal.

EXCEPTION(S): NONE

Securitas Security Services USA, Inc.:	LINE ITEM PRICE: \$ 0.00
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NOTES:

EXCEPTION(S): NONE

ATTACHMENT(S): [Benefits_and_Incentives-DC_Ranch.pdf](#)

ATTACHMENT(S): [My_Rewards_Program.pdf](#)

AlliedBarton Security Services:	LINE ITEM PRICE: \$ 0.00
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NOTES: [Minimizing Turnover](#)

An effective security program is about just one thing: great people. Everything we do at AlliedBarton ultimately comes down to finding and retaining the right officers and managers. We maintain staff turnover at an absolute minimum thanks to superior recruiting, screening, and officer selection, and continues through training and ongoing development.

The elements of staffing stability are complex, and include adequate wages and benefits, proper hiring, competent supervision, comprehensive training, employee recognition, opportunities for advancement and on-going performance evaluations. AlliedBarton is proud to have one of the lowest turnover rates in the industry locally and on a national level.

The Right Wages for the Right Officers

We understand the critical role the security officer plays at DC Ranch in their regular interactions with your residents, guests and vendors. For this reason, AlliedBarton is proposing a starting wage for security officers of \$13.00 per hour with the opportunity to advance to \$13.50 after six months and \$13.75/\$14.00 after 12 months, based on criteria set by AlliedBarton and DC Ranch Association management. Criteria will be training and performance based (example: no complaints, appropriate attendance, appropriate incident reporting). This wage will enable the recruitment of quality security officers who possess the Dedication, Security Mindset and Customer Service approach needed to mirror the expectations at DC Ranch. Any agreed upon increase in wages will be honored with established markup proposed.

Position	Wage	Min. Tenure	Min. Suggested Training Criteria
Security Officer Level I	\$13.00		AED/CPR & MSO I
Security Officer Level II	\$13.50	6 months	Fire Safety & MSO III
Security Officer Level III	\$13.75	12 months	MSO V & 2 EDGE Courses
Security Officer Level IV	\$14.00	12 months	School of Residential Security

Meaningful Benefits - Employees at all levels deserve benefits that contribute directly to quality of life. Comprehensive benefits are part of the AlliedBarton experience. All benefits below are **included** in the officer bill rate. Holiday pay will be direct billed.

- Medical, Dental and Vision Insurance (Details attached)
- Disability and Life Insurance
- Paid Vacation
- 401 (k) with company match
- Pay cards
- Legal Services
- Blackstone MarketPlace

Please see pages 33-37 of proposal for more benefits detail.

[Customer Service](#)

The AlliedBarton|**Ambassador**SM program is designed to produce security officers capable of delivering the perfect combination of skill, professionalism and friendly service to our clients' customers. AlliedBarton is leading our industry in formally evolving the traditional security officer role to include a strong focus on customer service. This has proven effective in environments that place a premium on customer service. **The program is designed to focus as much on concierge service and a five-star atmosphere as it does first-class security operations. The program relies on specialized recruiting and training.**

The AlliedBarton program demonstrates the complex and multi-faceted role of the security officer. Many security officers are called upon to perform other functions, whether those are part of their official role or not. When your needs for high quality security and customer service are intermixed and equally important, AlliedBarton is the answer.

AlliedBarton will continually look for ways to get involved with the community of DC Ranch and embrace its culture. To do so, we offer a few opportunities to increase customer service by our involvement within the community.

Community Relations and Safety & Security Initiatives - Upon awarding us the DC Ranch Association security partnership, we will organize and execute an open-house reception with food & beverage, to allow residents to meet our team. We can provide safety & security tips for any internal and external communication tools DC Ranch Association may provide its residents.

Security & Safety Seminars - AlliedBarton can provide seminars for homeowners on a variety of security-related topics, including Workplace Violence, Workplace Safety, Preventing Identity Theft and other pertinent subjects. AlliedBarton will offer two CPR/First Aid/AED classes (1/2 Day Class) each year at no charge to the Association. DC Ranch Association staff and residents are invited upon direction of DC Ranch Association management. Participants must pay for the cost of the card only (\$9-\$12.00).

Security Awareness & Appreciation Events - AlliedBarton is continuously developing client outreach services that complement your security program. We will do everything possible to foster peace of mind and a sense of security among your residents and guests. This includes participating in a minimum of one community event during the year upon request.

Safety & Security Awareness Tips - AlliedBarton publishes a series of Security Awareness Tips, providing insight for individuals on how to protect themselves and their assets. These pamphlets cover a multitude of topics ranging from fire safety and AEDs, to travel security and personal protection.

AlliedBarton.com - Our award-winning website is a valued resource for our clients one that continues to evolve. It provides updated resources for our clients use.

Performance Management

AlliedBarton|**Path**, our performance management software helps our managers effectively evaluate performance - their own as well as their employees. The program includes online evaluation forms, goal planning and in-person meetings.

Our performance management program is linked to the AlliedBarton|**EDGE**. By coupling performance management with our comprehensive approach to learning and development, managers can recommend training that will help employees reach their goals.

To increase customer service at any location, it first involves the officers. Our solution involves a wide range process for which has proven to be successful across the country in thousands of locations. Recruiting the right people for the right job is the foundation to excellent customer service. It is enhanced and developed by world class training and managing for success as outlined above. Our solution will lead to increased customer service for DC Ranch Association.

EXCEPTION(S): NONE

ATTACHMENT(S): [2015_Aetna_Option_1_Medical_Plan_Summary_Handout.pdf](#)

ATTACHMENT(S): [2015_Aetna_Option_2_Medical_Plan_Summary_Handout.pdf](#)

ATTACHMENT(S): [2015_Pan-American_PanaBridge_Advantage_Plan_Summary_Handout.pdf](#)

ATTACHMENT(S): 2015_Rates_All_Plans_at_65-0.pdf

ATTACHMENT(S): 2015_VSP_Vision_Plan_Summary_Handout.pdf

ATTACHMENT(S): Dental.pdf

IPSA Security Services:

LINE ITEM PRICE: \$ 0.00

NOTES: RETENTIONPHILOSOPHY

Any given company would welcome a high retention rate it just makes sense. This is even more critical within the security provider realm where diligence, performance and maintaining exceptional customer relations are mandated. But how many security companies actually make a consistent effort to excel at high retention. To achieve this mandate, retention must be a priority to the security provider.

In order to provide an effective customer-oriented program and develop continuity within a given community, it is essential that employee turnover be minimized. IPSA prides itself with focusing on what it takes to keep its security officers satisfied with their position and post, and content to be a part of the IPSA family. The bottom line is IPSA takes retention quite seriously.

Our high retention rate, with a range between 71%-80% dependent on seasonality, proved to be a crucial factor in performance and customer satisfaction over the long term. Through research and experience we have found that besides their wages, an officer desires recognition of their performance, stability, and a path with upward potential. With our programs, wages and because we treat our officers with care and diligence we are able to enhance retention and reduce turnover. Critically, we believe that achieving high retention starts with the recruiting and hiring process.

IPSA's RETENTION TACTICS

IPSA's executive management has developed multiple tactics to drive and increase retention. With our programs, benefits, wages, scheduling and because we treat our people with care and diligence we are able to enhance retention and reduce turnover.

Methods that are utilized to maximize employee retention include the following:

Evaluation of Officer Candidates Prior to Hiring

- Stability of candidate
- Stability of candidate to conform to IPSA standards/culture/core values
- Potential longevity of candidate in terms of advancement within the company
- Potential of candidate to fit within a given security environment

Constant Re-Evaluation of the New Officer at Periodic Intervals

- Two weeks after hire
- Upon completion of first 90 days of employment (probation period)
- Upon completion of 1 year of employment
- Each subsequent 12 months thereafter or as appropriate or dictated by post/client

Benefits, Recognition and Reward of Officers

- Open door policy which allows officers to communicate freely with management
- Employee of the Month award for exemplary service to the client
- Certificate of Appreciation awards for excellence in service
- Increased pay incentives for length of time of employment
- Benefit packages that exceed industry standards

Management Support and Recognition of Officers

- Employee retention is in direct relation to management support and recognition of its employees.
- Interaction and communication between employees and management result in a positive employment program, minimizes overhead for the company and provides a stable work force for our clients.
- The average turnover factor for the security guard industry (as quoted by The Freedonia Research Group, Inc.) is in excess of 300%. Our goal is to keep turnover under 40% and we have experienced less than 30% in 2013.

Additional Officer Support

- Gift cards, gas cards
- Cash bonuses
- Welcome to IPSA cards sent to all new officers
- Birthday cards and anniversary cards

OFFICER BENEFITS

IPSA utilizes a culture of caring model for our employees. We invest in our officers whether it is training or providing a complete benefits package, knowing our customers will benefit from having a well cared-for guard staff. Many competitors will pay an anniversary bonus or pay a lump sum vacation amount once per year. IPSA officers are actually paid for their time off when they take it as we feel it critical to have actual Paid Time Off.

One of the main items that we provide for our officers is an exceptional healthcare program and are confident that our program is an industry leader. We offer two separate Aetna PPO Healthcare programs for our officers to choose. One of the plans is a value type plan that allows for officers to seek physician help should they become ill. It is premium healthcare compared to our competitors' self-type plans.

We also offer our officers a more premium plan that allows for major medical items and surgeries should they elect the higher plan.

Unlike our competitors' healthcare plans that claim free or Value Plan Status, with IPSA we have a comprehensive and affordable healthcare program from which the officers can choose.

- Vacation (Paid Time Off (PTO) Benefit
- 2 Aetna PPO plans for officers
- Inexpensive but comprehensive health plans
- Pre-tax Option
- Local broker assist officers in advocacy to Aetna
- Current officers can transition onto our plan immediately (if currently enrolled)
- Free \$10,000 life insurance policy for all Full Time employees!
- Colonial Supplemental Insurance

IPSA's Healthcare

IPSA offers comprehensive health benefits to all full time employees working 30 hours or more per week. We believe that the benefit package is vital to maintaining the quality of officers that our clients demand. Benefits offered to security guards are the same as the benefits offered to administrative personnel and executives of IPSA Security Services and its parent company, IPSA International, Inc.

Please see our Officer Benefits page attached to this section.

Officer Satisfaction - the Critical Side Benefit

Simply put, an officer with a positive attitude of their employer will provide best results in the field. A satisfied officer will perform.

The satisfaction level of our officers is well above average when compared to our competition. Since one of our primary organizational focuses is our officers well-being we see this translate into an increase in performance levels and enhanced customer service at client sites.

This officer satisfaction also plays a key role in our continued ability to attract dedicated and top-shelf talent. By offering desirable assignments within great working environments, paying higher wages with a complete benefits package, and a scheduling methodology to provide fair and efficient planning of officer schedules, we increase officer satisfaction and have developed a significant advantage in retention.

Minimum Starting Wage \$12.50- Includes full benefits for full time officers; eligible for all incentives.

Wage Increase to \$13.00 after 90 days of service, based upon the officer maintaining a record of excellence in customer service, post requirements and training participation.

EXCEPTION(S): NONE

ATTACHMENT(S): [SEC7_IPSA_OFFICER_Benefits.pdf](#)

Trident Security Services, Inc.:

LINE ITEM PRICE: \$ 0.00

NOTES: Please see attached file.

EXCEPTION(S): NONE

ATTACHMENT(S): [Trident_Retention_Plan_for_2015_and_Benefits.pdf](#)

Anderson Security Agency, Ltd. :	LINE ITEM PRICE: \$ 0.00	LINE ITEM PRICE: \$ 0.00
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NOTES:

Longevity bonus

Vacation (1 week after 1year of service and completion of 1664 hours and 2 weeks after 2 years ofservice

Incumbent Personnel vacationswill be

grandfathered and billedas a direct pass through as incurred

Six paid holidays peryear

Uniforms provided

Benefits (Medical andDental)

Competitive wages

Hands

EXCEPTION(S): NONE

LINE ITEM #8: Uniforms

Security Company is to provide uniforms for all security guards. Uniforms shall be black pants, belt, black shoes and white shirts. Long sleeve uniforms will be provided to individuals with arm tattoos. All Uniforms are to be approved by DC Ranch Association.

File(s) Provided to Vendors:

ABM:

NOTES: Confirmed as addressed in corresponding proposal.

EXCEPTION(S): NONE

Transcend Security Solutions, LLC.:

NOTES: Transcend Security understands and will comply. All uniforms, including shoes, are issued to employees at no cost and no deposit is required. Employees are only responsible for their socks and under garments.

EXCEPTION(S): NONE

Securitas Security Services USA, Inc.:

NOTES:

EXCEPTION(S): NONE

ATTACHMENT(S): [DC_Ranch_Uniforms.pdf](#)

AlliedBarton Security Services:

NOTES: Uniforms

When your residents enter your community, they should know by the uniform that the AlliedBarton officer is the person they can turn to for help or information. Our commitment to proper uniforms and appearance is part of our Security Officer Quality Standards - a core element of our culture that our officers strive for every day.

Your uniformed security professional should harmonize with the requirements of his or her position. A neatly uniformed, well-groomed security officer commands respect and authority and helps to project a professional image for DC Ranch. Your officers will be dressed in industry leading uniforms with a white shirt and black pants as required.

Please see pages 63-66 of our proposal for additional information.

EXCEPTION(S): NONE

IPSA Security Services:

NOTES: IPSA Security Services is committed to providing a professional officer presence at all our client sites. Just as critical is that the security officer understands the importance of maintaining a professional appearance while serving a client. We believe that maintenance of a security officer's overall appearance is not policy but rather is part of being a professional. We instill this mindset into our officers and consistently check officer appearance as part of our quality control oversight.

All IPSA Security Services uniforms are Department of Public Safety compliant and will be outfitted with a customized patch to include the DC Ranch name or insignia. Additionally, should a coat be worn as part of the uniform we can provide a customized badge that displays the DC Ranch insignia while identifying the officer and IPSA Security Services. As support to maintaining a professional look, all security officers are provided with a new uniform at least yearly.

We maintain an extensive inventory of uniforms, allowing our officers to find the right fit. We make the effort to measure each officer as needed to insure they will look professional in the field.

Additionally, as part of our effort to support local businesses we utilize a local uniform company and have developed an outstanding relationship with them. They provide quick response and this pays off for our officers and our clients. We firmly believe in buying locally and believe there is valuable economic impact with this effort. As IPSA Security Services is also a locally owned and operated company we are hopeful you will add this factor to your consideration.

Please see the Uniform page attached to this section

EXCEPTION(S): NONE

ATTACHMENT(S): SEC8_IPSA_UNIFORMS.pdf

Trident Security Services, Inc.:

NOTES: Trident has provided customized uniform for the entire staff.

EXCEPTION(S): NONE

Anderson Security Agency, Ltd. :

NOTES: Anderson Security Agency acknowledges the DC Ranch uniform requirements.

EXCEPTION(S): NONE

LINE ITEM #9: Hiring and Recruiting

The Security Company is expected to be actively hiring and recruiting for open positions whenever necessary. The Ranch Associations Director of Security must meet and approve all final candidates before they are assigned to a position within the community. DC Ranch Association retains the right to have any contracted employee removed from the community upon request made through the Security Companys manager or supervisor. Training for all guards will be conducted through joint efforts of the DC Ranch Association and the Security Company. Additional training series may be required throughout the contract during which all guards will be paid at normal hourly rates.

It is the goal of DC Ranch Association to provide quality and consistent staffing with little or no turnover to allow for development of professional relationships with our residents. In an effort to retain personnel, DC Ranch Association will provide incentives and penalties associated with staff retention. The Ranch Association requests your specific recommendations within the bid proposal outlining incentive and penalty clauses to be included in the contract.

Selected companies will be requested to make a presentation to the Security committee on October 21, 2014.

File(s) Provided to Vendors:

ABM:

NOTES: Confirmed as addressed in corresponding proposal.

EXCEPTION(S): NONE

Transcend Security Solutions, LLC.:

NOTES: Transcend Security understands and will comply. We also understands the importance of the continuity in security operations for DC Ranch and we are committed to creating an environment and culture conducive to employee retention. Therefore, Transcend Security is committed to maintain an annual retention rate of 80% or higher each year. Allowing for some turnover provides high performing Security Professionals the opportunity to advance within our organization and for general career advancement opportunities. Per the request of DC Ranch, Transcend Security proposes the following incentives/penalties associated with staff retention:

- If Transcend Security maintains an annual retention rate of 80% or greater, DC Ranch agrees to pay an incentive of \$10,000 annually to Transcend Security. Transcend Security will then disperse this payment equally, as a bonus, to all Security Professionals at DC Ranch that have been assigned to the site for more than 90 days.
- If Transcend Security fails to maintain an annual retention rate of 80% or greater, Transcend Security will pay DC Ranch a penalty of \$1,000 for every 1% below the 80% retention rate up to \$20,000 annually. Retention rates will be monitored at each monthly service review meeting and improvement plans will be put in place if we are trending toward high turnover. Additionally, Transcend Security will agree to a 30 day termination clause in our contract that allows for termination at any time for service related issues.

EXCEPTION(S): NONE

Securitas Security Services USA, Inc.:

NOTES:

EXCEPTION(S): NONE

ATTACHMENT(S): [Recruiting.pdf](#)

ATTACHMENT(S): [People_-_Selection_and_Hiring_of_Personnel.pdf](#)

ATTACHMENT(S): [Talent_Network.pdf](#)

ATTACHMENT(S): [Incentive_and_Penalty_Plan.pdf](#)

ATTACHMENT(S): [DC_Ranch_Training_Plan.pdf](#)

Allied Barton Security Services:

NOTES: Recruiting

You don't just need any security officers - you need the right security officers. Allied Barton is sensitive to the need to hire only the best employees and to match them to positions where they have the greatest opportunity to succeed. Our Certified Recruiter in Mesa, Joleen Martin, takes great care to understand your needs and recruit for positions and posts. Joleen has the ability to commit more dedicated resources to this than any other security services company.

Screening - Identifying the Right Employees

Because we are so demanding with the caliber of employee we accept, screening is critical. Qualified candidates formally interview with our district recruiter to find exact matches for our clients. Our comprehensive approach to screening includes:

- Application Review & Assessment
- Interviews
- Education and Employment Verification
- I-9
- Criminal Background Checks
- Social Security Checks
- Pre-Employment Drug Testing
- Motor Vehicle Report
- Management Testing

Training for Success

The AlliedBarton|EDGE [Educate, Develop, Grow and Engage] is our proprietary training and development program. It includes our Learning Management System (LMS) which provides AlliedBarton employees with on-demand access, through eLearning, to modules that prepare them for future responsibilities and career opportunities. Our experience shows that virtually every measure of security officer quality can ultimately be tied back to the quality of our training program.

AlliedBarton|EDGE goes beyond traditional training, all the way to enhanced course offerings, additional compliance functionality and more opportunities for employee growth. AlliedBarton|EDGE is comprised of a nationwide network of more than 100 trainers; online, classroom and self-study training; a mentoring program; industry-specific and leadership training; and multiple other learning and development programs. For more information about the AlliedBarton|EDGE, go to www.AlliedBartonEDGE.com.

AlliedBarton officers undergo extensive and continuous training to prepare them for the unknown and the unexpected. Site-specific and on-the-job training ensures each officer is fully educated per your requirements. The AlliedBarton|EDGE is our comprehensive approach to training and a critical AlliedBarton advantage.

- All your officers will be CPR/AED/First Aid trained.
- All your officers will be Master Security Officer I trained.
- All your officers will have 24 hours of on-the-job training and 8 hours of refresher training.
- Our vast range of courses includes Master Security Officer levels 1 -5, Safety Officer Specialist, Terrorism training, industry-specific School of Residential Security course, and leadership training.
- All training is tracked electronically and available online for client review.

Damien Willis, local certified district trainer, is a dynamic trainer and will provide assistance with training and development on a quarterly basis to help your team with site specific issues, concerns, and new trends at DC Ranch Association. This training will focus on specific areas of importance to you ensuring that we are providing relevant training that can make an impact for the community. We will focus on our **School of Residential Security** and **Master Security Officer** certification programs. These will address higher level training needs for customer service while preparing the team to take the next step in their security career. More details about our training programs can be found between pages 36 and 48.

Turn-Over: Profit at Risk

It is the goal of AlliedBarton to have zero turn-over of officers in a community. The overall strategy of, taking care of the officers, has helped AlliedBarton lead the industry in low turnover. AlliedBarton is confident that the turnover percentages will decrease as the Dare to be Great culture and our management processes are implemented into the security program at DC Ranch. AlliedBarton offers a Profit at Risk opportunity to help monitor and improve turn-over. The program works as follows:

If AlliedBarton attains the metrics below, we will either be awarded an incentive or will forfeit direct profit. This program risk approximately 5% of revenue each quarter. Turnover will be measured quarterly and paid quarterly on next billing cycle. (*% based on 37 FTE). Please note that all turnover is measured and that this program and measurement of turn-over will not deter AlliedBarton from promoting officers, if their development and career path are justified. It will also not deter AlliedBarton from terminating an employee, with just cause, if needed to improve the security at DC Ranch.

Estimated Turn-Over %	Estimated FTE	Incentive/(Penalty)
9%	1 officer	\$1,800

22%	2 officers	\$900
32%	3 officers	\$0
43%	4+ officers	(\$1,800)

EXCEPTION(S): NONE

IPSA Security Services:

NOTES: RECRUITING SECURITY OFFICERS

IPSA Security Services is committed to recruiting exceptional performers and those with the potential to progress in a professional growth path. The character, experience, past performance measurements and internal testing methods all play key roles in who we select from our recruits.

We approach recruiting dependent on client requirements and for this specific deployment we are focused on highly professional, customer service oriented officer candidates who exemplify an ability to provide a higher standard of performance.

Although there are multiple sources and channels available to find candidates we focus on three major avenues when recruiting. These are referrals, job fairs and our relationships with employment placement organizations. These avenues provide IPSA with a pre-screening advantage and tends to provide our company with better candidates to bring into the application process and ultimately, better officers.

Our recruiting team has strong relationships with Veteran programs, Workforce programs and Colleges in the surrounding area. Because of these relationships IPSA can trust that the prospects being sent to our office are qualified to continue with us through additional screening and our internal processes. IPSA's close relations and sources include:

Veteran Services:

- Luke Air Force Base
- Veteran Outreach Program
- Airman & Family Readiness Center
- EANGA
- Arizona Coalition
- Hero 2 Hire (H2H)

Workforce Programs:

- AZ Workforce
- GC Consulting
- DES
- US Department of Labor
- MAXIMUS

Colleges/College Programs:

- ASU
- UA Downtown
- Maricopa Community Colleges
- Glendale Community College
- Everest College
- Brown Mackie College
- Boy Scouts of America
- Franklin Police and Fire School

Interview Process

The interview process we use is extensive and has been successful in finding the best officer candidates as well as weeding out those not up to our standards.

We undertake a minimum of two in-office interviews; the initial visit naturally allows for an introduction of the candidate as well as to our firm. Once a candidate is sent to our office we continue the recruiting/interview process by discussing our total benefit package, the initial and

additional training programs and our company's positive culture. Reactions, interests, professionalism, appearance, communication skills and character are inventoried along with the appropriate application and information gathering process.

After diligence in reviewing candidate information and should the personal impression left by the candidate be positive we call them back in for the second interview. At this time we submit the candidate to IPSA's Initial Training Course, a 4-hour introductory course providing an Orientation to IPSA and subjects related to criminal law, uniforms, communications, use of force, general security procedures, crime scene preservation/first response, ethics and emergency response.

A third interview is conducted by the Security Manager for any given site the officer candidate may be assigned. Once the candidate is approved by the Security Manager they are seen by the client Security Director for approval.

Although the end result provides our firm with quality officers, this process is simply part of our DNA we care about who represents IPSA, we care about providing the best possible officer to our client sites and we value professionalism.

IPSA's interview process reveals top-shelf officers ready to go to work; this includes our large intake of veterans who offer a work ethic and specialized military training not attainable anywhere else.

HIRING PRACTICES

Background Checks

IPSA certifies each and every one of our employees has successfully passed a criminal and fingerprint check. This is a minimum requirement for becoming a licensed security guard in Arizona. In addition, we conduct our own pre-screening, criminal and checks and evaluate results of these screenings. IPSA abides by all local, state and federal laws and certifies each and every one of our employees has successfully passed a criminal and fingerprint check.

Background checks part 1 Arizona DPS conducts checks through US Department of Justice FBI federal criminal of every security officer.

Background checks part 2 IPSA completes our own independent checks of every officer for criminal and financial checks in the states they have resided. We execute DMV checks where appropriate.

We have a formalized Substance Abuse Policy and every employee must undergo a drug screen prior to conditional offers of employment. If they fail that test, they are welcomed to go to a mutually agreed upon third party facility to re-take their drug screen. Applicants that pass a secondary screen are reimbursed for the exam.

Additionally, we have a 10 panel drug screen through Sonora Quest utilizing an applicant's urine sample for accurate testing. All current and potential candidates must take this drug screen in the presence of an office staff member. We randomly drug screen officers at our discretion.

Reference Checks

We complete reference checks to verify candidate applications are answered honestly (dates worked, previous pay, previous employers, etc). We look at their living situation to see if they are moving frequently and if they do, it raises a red flag regarding their stability. We have officers supply proof of their highest education earned. Finally, if they were in the military we look at their DD-214 and see how they were discharged.

Key features that disqualify officers in IPSA's screening process:

- Application Process:
- Application is not legible
- Application is not completely filled out
- Application contains errors or intentionally misleading (i.e. reference checks)

Appearance of officer when they walk in the door:

- How they are dressed,
- How do they conduct themselves in our lobby
- Are they impatient when we intentionally make them wait 5-10 minutes
- What is the personal hygiene of the officer
- Are they articulate and fluent in English as a primary language (reading and writing)
- Can they form and complete the thought process during the interview stage

In the Initial Training Course (ITC) training course:

- Are they trying to cut corners on the course.

- How are they treating the office staff.
- Are they exhibiting patience.

Failure of drug test(s) is an automatic disqualifier.

Other disqualifiers:

- Dishonorably discharged from military
- Transportation is analyzed and site proximity to their homes
- Failure of Predictive Index as a screening tool
- Failure to meet expectations by interviewers
- Felony convictions
- Multiple DUI s
- Certain misdemeanors
- Is this their primary source of income or secondary.

We use all the above information to help make a final decision on hiring. Once an officer is hired and completes the OJT process, they are visited two weeks later by IPSA's President/COO or the Area Manager to insure that they understand their duties and to answer any questions the officer may have.

With our high standards and methodology we are poised to recruit, screen, interview and hire the appropriate, qualified and experienced talent we deem best-suited for DC Ranch.

Skills and Education Level of Our Workforce

Because we value the application process, conduct individual interviews and administer an initial training course prior to hiring officers we experience a higher level of skill and education in our officer candidates. We require that all officers have at minimum a High School Diploma or GED; most have previous security experience and in a growing percentage, military experience. Additionally, we are finding a growing number of applicants are seeking out IPSA due to our reputation with officers and their previously poor experiences with other firms.

RETENTION CLAUSE Incentive/Penalty

To support the goal of DC Ranch to maintain consistent staffing with little or no turnover we've developed the following Retention Clause. This clause includes specifying who is included in the retention/turnover count, exceptions, the definition of turnover, the incentive to achieve the goal, a neutrality gap and the penalty for excessive turnover.

The Clause

Who is included in the Retention/Turnover Count - Turnover will only count against Full-Time officers leaving post.

Exceptions since there will be times when an officer must take a leave of absence (LOA), we believe this should not be a part of turnover and would therefore not affect the Retention Rate. Instances of leave of absence include family emergencies, personal health issues, maternity leaves or military call-backs. In all these instances the officer must have full intention returning within a specific time frame; the reason for the LOA and a specific timeframe for return will be documented.

The Definition of Turnover is a full-time employee (officer) who voluntarily and permanently leaves the post with no reason or for reasons other than an approved leave of absence.

Retention Goal 73% - having no more than 27% Turnover

Incentive: \$10,000.00 awarded to IPSA to be shared with officers on-post at DC Ranch who have been with IPSA for 9 months or longer.

Neutrality Gap between 28%-54% Turnover

We believe there should be an acceptable gap where neither Incentive nor Penalty is assessed. This gap is still far below industry norms and should be viewed as acceptable and within operating standards.

NOTE: *Industry standard turnover rates are approximately 100%-300%.*

Excessive Turnover cause for penalty 55% or greater in Turnover

Penalty: IPSA will pay DC Ranch \$10,000.00

We can certainly discuss this item further with you and are open to collaboration.

EXCEPTION(S): NONE

Trident Security Services, Inc.:

NOTES: Please attached file for item #4

EXCEPTION(S): NONE

Anderson Security Agency, Ltd. :

NOTES: Weare dedicated to recruiting and retaining individuals that are trustworthy,motivated and reliable.. Our experienced HumanResources team fully understands the unique and specialized requirements of ourindustry

EXCEPTION(S): NONE

LINE ITEM #10: Equipment Monitoring & Programming

Each gatehouse is equipped with audio/video equipment that operates 24 hours a day, every day. Equipment shall be monitored for functionality on a regular basis, as its use is key to monitoring security operations for the DC Ranch Community. The DC Ranch Association currently utilizes the Applications By Design, Inc. (ABDI) Software System to log guests and to program transponders. The Security Company will be responsible for all tracking of resident information, along with guest and vendor arrivals. Guards will be responsible for programming, installing and troubleshooting resident and contractor transponders.

File(s) Provided to Vendors:

ABM:

NOTES: Confirmed as addressed in corresponding proposal.

EXCEPTION(S): NONE

Transcend Security Solutions, LLC.:

NOTES: Transcend Security understands and will comply.

EXCEPTION(S): NONE

Securitas Security Services USA, Inc.:

NOTES: Securitas has incorporated the officers learning this system into the training plan for DC Ranch.

EXCEPTION(S): NONE

AlliedBarton Security Services:

NOTES: *Quality Security Program for DC Ranch*

We consider our clients` needs to be a critical part of our security programs. While we are here to facilitate the program, your expectations, questions and concerns are the foundation for our operations at your site. Our quality assurance initiatives demonstrate our commitment to providing well-trained security officers, hands-on managers, and getting it right the first time. AlliedBarton managers are professionals who understand the industry and can competently address any issues that arise or needs that change.

On-site supervision, measuring results and reviewing results will ensure that all requirements in Line Item #10 will be met. Twenty-four (24) hours of on-the-job training and 8 hours of refresher training will ensure each gatehouse will be worked professionally. This training is included in the officer bill rate.

On-Site Supervision-Supervision is another important element for maintaining staff consistency. Our local managers play a vital role in screening officers who may be assigned to your site. A professional, experienced manager has an ideal perspective into the skill level and personality required for a security officer to be successful and motivated. Leadership training for managers reinforces the mechanics of workforce management and focuses on the softer skills necessary to keep employees engaged.

Measuring Results

We offer the best security programs available. But there is room for improvement in every organization. In order to provide you with the best possible service, we regularly review and measure our performance. Some of our measurements and evaluations include:

- Weekly service hours - OT, billed OT, billed hours
- Employee retention and tenure
- Recognition and rewards
- Training
- Incidents
- Performance evaluations
- Trends
- Customer satisfaction survey results
- Best practices
- Goals and improvement processes

Quality Business Reviews

Regularly scheduled assessments are reported and reviewed in meetings between your security management team and AlliedBarton's local management. These reviews are designed to:

- Review accomplishments

- Create benchmarking for future reviews
- Establish measurable goals

EXCEPTION(S): NONE

IPSA Security Services:

NOTES:

IPSA Security Services is tech-savvy and understands the advantages and value of technology. We currently operate several client sites that rely heavily on technology including closed-circuit monitoring within two security operations centers (SOC), gate access utilizing a log-in system and the use of iPads for all reporting and communications with the SOC and the corporate offices.

One of these client sites is the Phoenix Convention Center, where we deploy and manage a security team of 50 officers, managed by a Security Director. At this post, customer service is primary and is where our officers excel. The site contains a security operations center (SOC) manned by two officers and at times up to four officers. This SOC includes 172 camera feeds that allows the officers to monitor various locations inside and outside the venue. Although access control and security oversight is significant, customer service is primary as this detail interacts with the venue's tenants, vendors, and the general public on a daily basis.

Another client site of similar security and customer service requirements is Freescale Semiconductor. This is a 27-officer operation on an 84-acre site is managed by an Account Manager (Security Director) working in close proximity to the client Security Manager. A primary function of this security operation is to greet and allow access to the 1100 person workforce and provide gate access to the consistent flow of vendor vehicle traffic arriving and departing daily. In addition, the SOC at this site operates 24/7 with internal and external video feeds onto multiple monitors.

Since DC Ranch utilizes its own in-house technology to monitor, report and communicate and since IPSA ordinarily provides these technology services it is safe to say we are comfortable with the current arrangements and will simply provide the additional technical items as indicated within this proposal.

EXCEPTION(S): NONE

Trident Security Services, Inc.:

NOTES: Acknowledged and understood. These duties are currently being performed by Trident.

EXCEPTION(S): NONE

Anderson Security Agency, Ltd. :

NOTES: Anderson Security understands that we will be required to monitor and operate various equipment and programs. We will work alongside DC Ranch staff to ensure that all Anderson personnel are trained and qualified.

EXCEPTION(S): NONE

LINE ITEM #11: Payment

Payment for services shall be based on actual hours worked. A detailed account of each employee's real time worked shall accompany each monthly bill. Total weekly billable hours shall not exceed 1464 hours per week without prior written authorization by the Ranch Association. Weekly staff assigned to site shall be at least 37 employees. Additional hours may be required for special events and traffic control for maintenance related events, and must be preapproved by the DC Ranch Association. Additional hours will be billable at the same contracted rate. DC Ranch Association will not be responsible for overtime rates due to staffing shortages or holidays.

File(s) Provided to Vendors:

ABM:	LINE ITEM PRICE: \$ 542,452.05
NOTES: Confirmed as addressed in corresponding proposal. line items are as follows: Gate Officer Flex EXCEPTION(S): NONE	
Transcend Security Solutions, LLC.:	LINE ITEM PRICE: \$ 0.00
NOTES: Transcend Security understands and will comply. If preferred, we can provide DC Ranch with flat monthly billing. With flat monthly billing, DC Ranch will be billed 12 equal monthly invoices in the amount \$131,620.81 per month. This monthly total includes all regularly scheduled service hours, holidays, vehicles and equipment. Invoices will be sent at the beginning of each service month with payment terms of net 30. Requests for additional coverage, additional equipment or employee incentives outside of the specified scope of work will be direct billed as incurred. If requested, overtime hours will be billed at a rate of 1.45 times the straight hourly bill rate. EXCEPTION(S): NONE	
Securitas Security Services USA, Inc.:	LINE ITEM PRICE: \$ 1,465,464.00
NOTES: EXCEPTION(S): NONE ATTACHMENT(S): DC_Ranch_Investment.pdf	
AlliedBarton Security Services:	LINE ITEM PRICE: \$ 0.00
NOTES: <i>AlliedBarton will comply with all request in Line Item #11. To assist in managing invoices, schedules and tracking of employees, we offer accessAlliedBartonSM at no cost to DC Ranch Association.</i> <i>accessAlliedBartonSM</i> <i>accessAlliedBartonSM, AlliedBarton's secure client website, creates seamless collaboration and information sharing to help increase productivity for you and enhance compliance. This convenient system is available to AlliedBarton clients at no charge and offers many benefits. It is the total security solution for:</i> Instant Account Access: All of the information you need is at your fingertips! There is no waiting for information with accessAlliedBarton. Reviewing your account information is simple and can be done through a mobile application on your smartphone or on a computer. The process is as easy as online shopping or online banking information. Hundreds of AlliedBarton clients at more than 2,000 service locations utilize accessAlliedBarton. Invoicing Made Easy: With accessAlliedBarton, you always know your payment status and can view past invoices for the last 18 months. Ordering Made Easy: Using the online ordering feature, you can request temporary or additional security coverage at any time of day. Personnel Scheduling Made Easy: accessAlliedBarton allows you to view regular posts, extra and scheduled coverage, and export and print schedules. Quality Assurance: Using the Quality Assurance module, you can monitor security inspections and other quality assurance items.	

Compliance: Training records can be tracked in real-time through accessAlliedBarton to ensure that security officers are trained appropriately for your location and in compliance with your needs.

accessAlliedBarton is also a great communication tool for our employees. When they have the information they need, they can be 100% focused on your security. Security officers and managers can log into the secure, online site to:

- Review schedules
- Update personal contact information
- Read job/site specific information
- Access pay stubs
- View pay stubs and schedules on smartphones with the Hub app

The availability of on-demand access to business information and reporting such as scheduling information, confirmation of changes or requests, training records, inspections, invoices and payment history that match your preferences means that you can spend more time focusing on your core business.

EXCEPTION(S): NONE

IPSA Security Services:	LINE ITEM PRICE: \$ 1,537,024.00
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NOTES:

INTERNAL SYSTEMS FOR PAYROLL, REPORTING AND ACCOUNT MANAGEMENT

In order to provide premium account management service to our customers as well as provide a comprehensive benefit package to our officers we utilize a system called WinTeam, an integrated platform that has been specifically designed for the security officer industry. This system is our payroll, billing, scheduling, financial, compliance, and employee masterfile tracking system. There are multiple modules that are independent of each other but which also integrate with one another in order to make sure we are constantly abiding by contractual terms.

This system allows us to quickly audit payroll and invoicing reports insuring 100% accuracy as well as providing our customers real time reports any time it may be requested. Once we enter in the required data we are able to begin running reports for our customers, which can be supplied via email (PDF) or hard copy.

We strive to work closely with our clients throughout our relationship with them to ensure we are providing the value and expectations agreed upon. In utilizing this system, our customers are assured that we will be in contractual compliance 100% of the time.

- We do not mark-up pricing on purchases (radios, other equipment)
- We pass-on vendor pricing to client
- We provide full-pay during training
- Management pay is included in overhead
- Overtime and Holiday pay is included in blended rate

Pricing

We feel it is important that DC Ranch understand what is included in the bill rate. Please note that we have provided a singular, blended bill rate for every position we are proposing. This means DC Ranch will see one bill rate for ALL positions.

All items that are included:

1. Wages
2. Payroll Taxes
3. General Liability
4. Workers Compensation
5. Officer Bonuses
6. 10% Bonus for Security Manager
7. Holiday Pay
8. 32 Hours of staff training
9. Additional, ongoing Training
10. Vacations for officers
11. Medical, Dental, Vision Plan for officers
12. Background Checks (IPSA)
13. Sonora Quest drug screen
14. OT generated by agreed upon standard schedule

15. Uniforms (5 shirts, 3 pants & 1 Jacket)
16. First Aid/CPR/AED
17. First Aid/CPR/AED Instructor
18. 1 Cell Phone with data & text
19. Office Supplies, pens, notepads, printer ink, staples
20. Computers (2), Printer (1)
21. Flashlights
22. Golf Cart Maintenance

We are pleased to present this pricing structure to DC Ranch. Utilizing this wage structure we have maintained a long-term, consistent officer and site supervisor staff at our client sites. Please note: IPSA will never use any subcontractors to cover shifts at DC Ranch.

The wage below covers all officers and the IPSA Security Manager.

Billable Hourly Wage: \$20.19

Annual Wage Cost: \$1,537,024.00

Billing Options

Monthly Billing, if paid net 10 days we will provide a 1.25% discount (except on equipment, which is billed separately)

Weekly Billing, if paid net 30 we will provide a 1.25% discount (except on equipment)

EXCEPTION(S): NONE

Trident Security Services, Inc.:	LINE ITEM PRICE: \$ 1,739,062.00
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NOTES: Please attached file detailed annual cost including the vehicle costs. The annual figure in this line item's box below is for labor and required Affordable Care Act costs.

EXCEPTION(S): NONE

ATTACHMENT(S): [Trident_Pricing.pdf](#)

Anderson Security Agency, Ltd. :	LINE ITEM PRICE: \$ 0.00
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NOTES:

Anderson Security provides a weekly pdf billing statement which will encompass all bill rates, vehicle, and golf cart.

Officer Pay Rate

Final Billing Rate

\$13.00

\$22.50

\$14.50

\$24.00

\$24.00

\$32.00

	Hourly	Monthly	Annual
Composite Rate	\$22.90	\$145,277.60	\$1,743,331.20

	Monthly	Annual
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Hybrid Vehicle (3)	\$4,500	\$54,000
Electric Golf Cart (1)	\$300	\$3,600
Discount: 2% 10 Net 30		
EXCEPTION(S): NONE		

LINE ITEM #12: Vehicles

The Security Company shall provide two (2) hybrid vehicles for patrol, one (1) hybrid vehicle for the Security Manager, and one (1) golf cart to be used on property. DC Ranch Association shall approve all vehicles before they are operated within DC Ranch. The Security Company shall hold title on the vehicles and be responsible for all insurance costs. DC Ranch Association will be responsible for the daily operating costs associated with fuel and maintenance, which will not be billed by the Security Company.

File(s) Provided to Vendors:

ABM:	LINE ITEM PRICE: \$ 52,620.00
NOTES: This line item is inclusive of the following: Vehicles Golf Cart Tour Systems Phones As addressed in corresponding proposal.	
EXCEPTION(S): NONE	
ATTACHMENT(S): Pricing_Matrix.xlsx	
Transcend Security Solutions, LLC.:	LINE ITEM PRICE: \$ 40,322.64
NOTES: Upon approval from DC Ranch, Transcend Security will provide the following vehicles: <ul style="list-style-type: none">• Prius Three (3) 2015 Toyota Prius C, 4 door hatchback Hybrids for patrol and for the Security Manager. The Prius C Hybrid is an environmentally friendly vehicle and gets an estimated 53mpg in the city. Each vehicle will be wrapped to the specifications of DC Ranch and will be equipped with a light bar, spotlight and safety equipment. The monthly cost for each vehicle is \$1,036.74 which is inclusive of the monthly payment, registration, taxes and insurance. DC Ranch will pay fuel and maintenance as incurred. Please note that the cost of each vehicle is amortized over 36 months. After 36 months, the following options will be available to DC Ranch.<ol style="list-style-type: none">1. We can continue to operate the vehicles as is and DC Ranch will no longer be billed for the vehicles. We will only bill insurance and registration costs as incurred.2. We can sell the vehicles and apply all funds to the purchase of new vehicles for DC Ranch. By doing this, we will reduce the future cost of purchase and thereby reduce the monthly cost while providing DC Ranch with new vehicles.3. Transcend Security can purchase new vehicles and bill DC Ranch accordingly. We will transfer the titles of the three (3) 2015 Prius C's to DC Ranch Association to do with as they wish (sell them, donate them, use them for company vehicles, etc.).• Golf Cart One (1) electric golf cart for community area patrols. The monthly cost for the golf cart is \$250.00 which includes cart rental and maintenance.	
EXCEPTION(S): NONE	
Securitas Security Services USA, Inc.:	LINE ITEM PRICE: \$ 55,059.00
NOTES: EXCEPTION(S): NONE	
ATTACHMENT(S): DC_Ranch_Association_Vehicles.pdf	

AlliedBarton Security Services:

LINE ITEM PRICE: \$ 33,509.00

NOTES: EquipmentCost Direct Billing

AlliedBarton will provide the following equipment at commencement of service:

Two(2) Toyota Prius Patrol vehicles for 24 hours/7 day a week patrol of community

One(1) Toyota Prius Patrol vehicle for use by Security Manager

GolfCart for additional patrol

Cost below includes lease, title and insurance. Each vehicle will be customized very similar to current patrol vehicles with DC Ranch Association approval. This expense will be direct billed on a monthly basis as listed on documents attached. Please look at both "spread sheets" on the attached document for detail info. B B

Equipment	Monthly Rate
Toyota Prius (3)	\$813
Security Golf Cart	\$264

EXCEPTION(S): NONE

ATTACHMENT(S): [car_pic.jpg](#)

ATTACHMENT(S): [photo_1.JPG](#)

ATTACHMENT(S): [Copy_of_DC_Ranch_Pricing_Submission.xlsx](#)

IPSA Security Services:

LINE ITEM PRICE: \$ 89,934.00

NOTES:

To keep with the practice of operating Green, IPSA will provide three hybrid vehicles as indicated above. These vehicles will include the DC Ranch insignia along with IPSA Security Services decal, and will include a low-profile, emergency lightbar.

We intend on purchasing the Toyota Prius, based upon its economy and reliability.

Hybrid Vehicles: \$28,290.00 per vehicle; total cost for all three \$84,870.00

Golf Cart (lease): \$422 per month to include maintenance, total annual cost \$5,064.00

Total cost for all vehicles, \$89,934.00 annually

EXCEPTION(S): NONE

Trident Security Services, Inc.:

LINE ITEM PRICE: \$ 51,540.00

NOTES: Trident is proposing 3 Prius Vs and a golf cart as requested.

EXCEPTION(S): NONE

Anderson Security Agency, Ltd. :

LINE ITEM PRICE: \$ 57,600.00

NOTES:

Anderson Security will provide two (2) hybrid patrol vehicles, one (1) hybrid vehicle for the security manager along with one (1) electric golf cart to be used on-site. Anderson Security will be responsible for holding the title to the vehicles and insurance costs.

	Monthly	Annual
Hybrid Vehicle (3)	\$4,500	\$54,000
Electric Golf Cart (1)	\$300	\$3,600
EXCEPTION(S): NONE		

GENERAL NOTES & WARRANTY:

ABM:

GENERAL NOTES:

ATTACHMENT(S): [DC_RANCH_PROPOSAL.pdf](#)

WARRANTY:

ATTACHMENT(S): [DC_RANCH_PROPOSAL.pdf](#)

Transcend Security Solutions, LLC.:

GENERAL NOTES:

Please see the attached Proposal for Security Services for complete details on our method of approach and pricing structure. ATTACHMENT(S): [Proposal_for_Security_Services_DC_Ranch.pdf](#)

WARRANTY:

N/A

ATTACHMENT(S): No Files

Securitas Security Services USA, Inc.:

GENERAL NOTES:

Thank you so much for including Securitas in the bid process. Kyle and I both enjoyed the tour of the community along with learning more about the DC Ranch security program.

For ease of viewing we have attached the entire proposal in one attachment below.

Should anyone have any questions regarding the attached documents, please feel free to reach out to Amy Naccari-602-350-6396 OR Kyle Wilson-480-254-8701.

Thank you again for the time and opportunity,

Kyle and Amy

ATTACHMENT(S): [DC_Ranch_Cover_Letter.pdf](#)

WARRANTY:

The pricing for this proposal is good for 180 days.

ATTACHMENT(S): [Proposal_for_Security_Services_DC_Ranch_Association_Securitas_1014.pdf](#)

AlliedBarton Security Services:

GENERAL NOTES:

I have attached a full proposal for your review. I have also attached a word document with each line items response.

Thanks again for the opportunity. It would be our privilege and honor to service and protect the residents, guest, and vendors of DC Ranch.

WARRANTY:
Contract Compliance

AlliedBarton

ATTACHMENT(S): [10-13-14_Line_Item_Responses.docx](#)

IPSA Security Services:

GENERAL NOTES:

Additional Thoughts and Personnel, References

DCRANCH - A CORNERSTONE ACCOUNT

A relationship with DC Ranch represents what IPSA calls a **CORNERSTONE** account, a key addition to our family of clients from which IPSA will continually build upon.

So why should DC Ranch partner with a firm like IPSA.

The critical factor in our desire to partner with DC Ranch is less about the account's size and more about the strategic fit. We are poised to service this type of account because we have planned for it to happen. We desire a client who seeks a high level of customer service, accountability, and the flexibility and creativity we can offer. Most importantly, we know we can strengthen officer retention because it is part of our operating philosophy.

We do acknowledge IPSA is likely smaller in revenue and security officer size than others who may be bidding, however, we believe this is a very significant advantage. DC Ranch will not be just another large contract on the roster and there will not be layers of management to wade through to get answers or action. Communication, collaboration, or should a situation arise that calls for action, we will respond.

But yes, this account is sizeable and it is because of this that we will establish DC Ranch as a cornerstone account, to be handled through its transition directly by the President of IPSA Security Services and our Area Manager, one of the premier security managers in the market today. With this hands-on approach from executive management, DC Ranch will receive a tremendous amount of attention as will the Security Manager, Supervisors and the Security Staff. This is how we do business with a cornerstone account.

Additionally, and we believe no national firm can state this - as part of the strategy to establish DC Ranch as a cornerstone client, IPSA Security Services will not take on any new business during the transition phase and 30 days after startup of this partnership. This will insure that proper support and attention are given to the development of this relationship as well as to the vital transition process.

Put simply, we wish to establish a partnership with DC Ranch that will allow us to serve the relationship as a priority.

BUYING LOCAL Impact the Arizona Business Community

IPSA is Phoenix-based. It is a locally owned and operated business dedicated to meeting the local security needs of Arizona businesses. We therefore believe it is important to point out that by selecting IPSA, approximately 87% of the dollars spent on security services will remain in the State of Arizona - compared to only 13% should you elect a national or regional security provider. These statistics and other information regarding investing in local companies can be found on the web site www.localfirstaz.com.

Why This Matters to DC Ranch

Localism supports the objective of healthy and sustainable communities - backed by local economies that are stronger and resilient. It is about helping build the New Economy on the local level by expanding local ownership capabilities with business cooperation that will result in greater wealth and jobs per capita. DC Ranch's specific contract means that up to \$1.3MM could remain in the Arizona economy, per year to contribute towards local growth. To the contrary, a national security provider based in another state will bring benefit to their community, not Arizona's.

Community Satisfaction

The impact of hiring a locally owned business could create a feeling of goodwill throughout the DC Ranch community. With this in mind, communicating your effort, whether through word of mouth or via newsletter announcement could be a viable, beneficial tactic. You may also consider the opportunities and benefits of executing a local public relations campaign when selecting IPSA as your local provider.

Re-investing in our community makes sense. Your contract becomes an integral part of the neighborhood by keeping employment levels up and helping to create a strong and vibrant local economy, encouraging other companies to invest in our city and state. This positive ripple effect will stimulate the local economy, affecting numerous economic channels as well as to support the tax base. In short, your investment into a local provider can make a positive, significant difference.

GREEN APPROACH Beyond the Hybrid Vehicle

IPSA also understands the push for green initiatives and as a company we are fully behind putting Green into action. We feel being green is a constant state of mind and at every opportunity we push to make an impact, however small. IPSA currently practices green policies on-site per our client the Phoenix Convention Center Department's green initiatives. Whether in office or on-site, we practice the following green policies where feasible:

- Use of energy and fuel efficient vehicles and mass transit
- Paperless invoicing and documentation
- Electronic payroll stub and Direct Deposit for employees
- Electronic W-2 for employees
- Electronic Post Orders
- Company encouragement and use of car pooling
- Corporate office use of 30% recycled paper
- Recycling of printers, printer cartridges, paperwork
- Online reporting
- Video and telephonic conferencing for meetings

PERSONNEL

Derek Oldham Principal, President, COO. 17-years executive management, security; Board Director, ASIS; lead strategist and management of security programs in manufacturing, college campuses, commercial and residential high rise, corporate environments, and public entertainment venues. Leadership, development and management of security officers and teams; expertise in fire life safety, access control (Lenel systems), and CCTV; highlighted security details and emergency work include post 9-11 oil refinery protection, workplace violence; fire, flood and earthquake (CA); high-rise security; and security support to mitigate terrorist activity.

Dan Wachtler Principal; current President and CEO IPSA International. Mr. Wachtler is a 19-year industry veteran who has served in both sales and operational management roles at IPSA International and its former parent company. He helped lead IPSA's transition from being an armed protection and investigations based service provider to a high-end, globally operating investigative and compliance consulting company.

Roy Regalado Director, Business Development, Communications; 20-year in business management and communications leading Fortune companies and startups; current three-term, Board Director, Arizona InfraGard; FBI, Department of Homeland Security and Federal agencies support in education outreach for threat, security and counterterrorism mitigation; private investigator, team lead for anti-piracy detail, and security officer. MS candidate, Intelligence Management, Strategic Security Studies, Henley-Putnam University.

Doug Mills Director of Security; US Air Force - Retired, Senior Master Sergeant, Force Support Superintendent; 20+ years of leadership, management, supervision and technical knowledge of critical installation infrastructure, security and personnel programs; security management knowledge and expertise to lead 50+ security team.

Danielle Smith Area Manager; security team and account management; 13 year in contract security management; client relations management; recruiting and personnel leadership and management; experience scheduling and managing 10,000 HPW in security sector.

Marc Tran Controller; 18 years in accounting, accounting practices, budgeting, financial planning, and financial analysis; previous experience as Controller for FRG&A in Phoenix, AZ, Accountant for Neltec, Inc. in Tempe, AZ, and Assistant Controller with Centex Homes in Scottsdale, AZ. Marc holds a Bachelor of Art in Accounting from California State University of Fullerton.

Thomas Alonge Director of Technology; Apple Computer software and hardware expertise; application developer, forms development, and digital expert for IPSA's TechBox ITO platform; emergency medical technician certified; security management.

Jennifer Liddy Corporate Services Manager/Recruiting; oversight and management of corporate administrative activities; oversees recruiting and new hire orientation programs; works closely with officers as key point of contact. Provides support to marketing and communications.

REFERENCES

Please feel free to contact any of the references listed below. We are confident that our clients will provide consistent, positive comments about our services.

44 Monroe | Kevin Bohm 602-761-4533

44 Monroe is a 523,619-square-foot residential high-rise building, located in Downtown Phoenix, Arizona. The 34-story tower is Arizona's tallest residential structure.

IPSA provides concierge security service, high rise fire/life safety training, access control.

Freescale Semiconductor | David Case 480-814-4104

Freescale is a high-tech manufacturing facility producing embedded processing products for the automotive, consumer and industrial markets. Its Chandler, AZ facility employs over 1300 personnel in offices and production facilities covering 84 acres and 1.2M square feet of building space.

IPSA provides gate access control, lobby access control, site perimeter patrol and CCTV monitoring from an SOC.

Phoenix Convention Center | Travis Wauneka 602-262-6760

The Phoenix Convention Center is a 4MM sq. ft, 35-acre facility connected over 3 city blocks in downtown Phoenix; hosts national and regional conventions and trade shows as well as business groups and special events; capacities range up to 20,000 attendees for a single event.

IPSA provides access control, patrol and CCTV monitoring from an SOC that includes 72 camera feeds, staffed by two officers and a Security Director.

ATTACHMENT(S): [SEC1_IPSA_ORG_Chart.pdf](#)

WARRANTY:

To be discussed with DC Ranch as deemed appropriate.

ATTACHMENT(S): No Files

Trident Security Services, Inc.:

GENERAL NOTES:

Thank you again for the opportunity to submit this proposal. Please see the attached file for Trident's full proposal. ATTACHMENT(S): [Trident_Proposal_Cover_Letter.pdf](#)

WARRANTY:

ATTACHMENT(S): [Trident_Proposal_for_DC_Ranch.pdf](#)

Anderson Security Agency, Ltd. :

GENERAL NOTES:

Anderson Security has the qualifications, experience and resources to satisfy and exceed the RFP requirements and DC Ranch expectations for premier security services. We look forward to the next step in the procurement process. Please contact us should you have any questions or need clarification regarding anything within the proposal.

ATTACHMENT(S): [DC_Ranch_Proposal.pdf](#)

WARRANTY:

PERSONAL GUARANTEE

We, at Anderson Security, provide you with expert professional service when you need it. Through our experience and dedication, I am able to offer my personal guarantee.

Kimberly Anderson-Matich, President/CEO

ATTACHMENT(S): No Files

COMPLIANCE DOCUMENTS

General Liability

Each Occurrence: \$ 1,000,000.00
General Aggregate: \$ 0.00

Auto Liability

Combined Single Limit: \$ 1,000,000.00

Worker's Comp Policy/Employer's Liability

Worker's Comp Exemptions NOT accepted
Each Accident: \$ 1,000,000.00
Desease - Policy Limit: \$ 1,000,000.00
Desease - Each Employee: \$ 1,000,000.00

Umbrella Liability

Each Occurrence: \$ 5,000,000.00
Aggregate: \$ 5,000,000.00

ABM:

Occupational License:
Professional License: [Renewed_License_-_2015.pdf](#)
General Liability Insurance: [Evidence_of_Coverage.pdf](#)
Workers Comp Insurance: [Evidence_of_Coverage.pdf](#)
W-9: [ABMSecurityW_9.pdf](#)

Transcend Security Solutions, LLC.:

General Liability Insurance: [Transcend-_Evidence_of_Liability_Coverage.pdf](#)
Workers Comp Insurance: [Transcend-_Evidence_of_Liability_Coverage.pdf](#)
W-9: [W-9_Signed.pdf](#)

Securitas Security Services USA, Inc.:

Professional License: [Phoenix_License_0916.pdf](#)
General Liability Insurance: [Securitas_\(LOS-001482295\)_2014_COI_SAMPLE.pdf](#)
Workers Comp Insurance: [Securitas_\(LOS-001482295\)_2014_COI_SAMPLE.pdf](#)
W-9: [Arizona_W9_Form.pdf](#)

AlliedBarton Security Services:

Occupational License: [2014_Business_license.pdf](#)
Professional License: [AZ_State_License_-_Mesa_2016.pdf](#)
General Liability Insurance: [COI.pdf](#)
Workers Comp Insurance: [COI.pdf](#)
W-9: [W-9_AlliedBarton_LLC_2014.pdf](#)

IPSA Security Services:

General Liability Insurance: [DCRANCH_COI.pdf](#)
Workers Comp Insurance: [DCRANCH_COI.pdf](#)
W-9: [W9_IPSA_UPATE.pdf](#)

Trident Security Services, Inc.:

General Liability Insurance: [2014_Trident_Insurance_Certificate.pdf](#)
Workers Comp Insurance: [2014_Trident_Insurance_Certificate.pdf](#)

Anderson Security Agency, Ltd. :

Occupational License:

Professional License: [2014_DPS_License.pdf](#)

General Liability Insurance: [2015_Certificate_of_Liability.pdf](#)

Workers Comp Insurance: [2015_Certificate_of_Liability.pdf](#)

W-9: [2014_W9.pdf](#)