



Austin Crain, Business Development Manager
(303) 751-1000 | Austin.Crain@Securitasinc.com



Helping Santa Fe Rethink Their Waste.

ITB No.: '20/23/B - Security Services for the Santa Fe Solid Waste Management Agency

Proposal Prepared for:

Santa Fe Solid Waste Management Agency



SANTA FE SOLID WASTE MANAGEMENT AGENCY

BID SUBMITTAL FORM

ITB No. '20/23/B

EXCEPTIONS TO SPECIFICATIONS

Bidder must check one of the following:

- a. () All specifications, terms and conditions are met.
- b. () Exceptions have been taken and noted on attached sheet(s).

All variations and/or exceptions to the specifications must be documented, referencing applicable paragraph(s) and explained in detail. Attach as many pages as necessary. If no exceptions are taken, it will be assumed that the bid meets all specifications, terms and conditions as stated in this complete bid package. Failure to list exceptions may disqualify bid. Delivery of non-conforming goods or services is at the expense of the Bidder and/or other penalties.

All other specifications not detailed herein shall be as listed in the Offeror's printed literature for the current standard model. Offeror's printed literature and specifications sheets shall be submitted with the bid.

Exceptions will not necessarily eliminate the bid. Agency staff shall determine acceptance or non-acceptance of exceptions. Unless otherwise noted and approved, it is assumed that delivery of the goods or services shall be as stated.

Signed submission of this bid represents that the Bidder has accepted all specifications, terms and conditions of the bid unless a written exception is made and, if awarded, the bid will represent the agreement between the parties. Additionally, by signing this bid, the Bidder warrants that there was no collusion of any kind in submission of this bid.

Securitas Security Services USA, Inc.

Firm/Company Name



Authorized Signature

Austin Crain

Printed Name

austin.crain@securitasinc.com

Email Address

10065 East Harvard Avenue, Suite 250

Mailing Address

Denver, CO 80231

City, State & Zip Code

Business Development Manager

Title

303-591-2333

Telephone Number / Fax Number

EXCEPTIONS

We appreciate the generally fair and common sense approach in the Invitation to Bid (No. '20/23/B), but we do have a few concerns, especially with the allocation of risk. Accordingly, we would like to clarify the following items in connection with our bid. Our bid is submitted with the understanding that these items will be incorporated into any agreement (the "Agreement") between Santa Fe Solid Waste Management Agency ("Agency") and Securitas Security Services USA, Inc. ("Contractor") and be controlling. Please note these items are important but negotiable.

Thank you. We look forward to working with you towards a mutually-acceptable contract.

1. Exception to Section 3 of Appendix A (Sample Services Agreement) in the ITB: Contractor may raise its rates on 30 days' written notice to account for any increases in (a) health care, benefit, or insurance costs, (b) labor or fuel costs, (c) costs arising from changes to laws, regulations, or insurance premiums, (d) SUI or similar taxes, or (e) any other taxes, fees, costs or charges related to Contractor's services.
Rationale: We may need to increase rates due to increases in future costs (e.g., SUI costs, costs related to changes in healthcare laws, etc.), but we will always notify Agency 30 days in advance if our rates increase.
2. Exception to Section 6 of Appendix A (Sample Services Agreement) in the ITB: Contractor may terminate the Agreement without cause or penalty upon thirty days' written notice.
Rationale: We believe it is important and fair for both parties to have a right to terminate for convenience, and it is typical for us to have such a right in our client contracts. That being said, we understand Agency may be concerned with its ability to secure another provider if Contractor terminates the contract for convenience. To alleviate this concern, we can discuss increasing the notice period if Agency likes.
3. Exception to Section 9 of Appendix A (Sample Services Agreement) in the ITB: Contractor only agrees to assign to Agency intellectual property rights to items generated or developed specifically and exclusively for Agency under the Agreement. All other intellectual property related to Contractor's performance under the Agreement will remain the exclusive property of Contractor.
Rationale: Because we have invested significant resources into our intellectual property, we just need to clarify that we will only transfer intellectual property rights to items created specifically and exclusively for Agency.
4. Exception to Section 13 of Appendix A (Sample Services Agreement) in the ITB: Additional insureds will only be covered by Contractor's insurance for liability assumed by Contractor in these Exceptions, subject to the terms of Contractor's insurance.
Rationale: We have no problem adding Agency as additional insureds to our liability insurance. However, case law suggests that if we add additional insureds without clarifying what this coverage entails, we may be covering additional insureds under our insurance policies for claims caused by additional insureds, possibly even claims caused 100% by additional insureds, regardless of what the indemnity obligations state. We do not believe a fair-minded client like Agency would expect such a result, and this additional insured qualification simply clarifies that additional insureds will only be covered by our insurance for liability assumed by us in the agreement.
5. Exception to Section 14 of Appendix A (Sample Services Agreement) in the ITB: Contractor will defend, controlling such defense, and indemnify Agency, and others to be defended or indemnified under the Agreement, against any claim or loss only to the extent the claim or loss is caused by the negligence, willful misconduct, or recklessness of Contractor while acting within the scope of its specified duties.
Rationale: Security providers should always strive to provide excellent security services to all their clients, but even the best security services cannot prevent all claims and losses from occurring. We believe it is fair for security providers to be responsible for claims and losses related to their security services to the extent the claims and losses result from their faulty conduct (e.g., negligence). However, if a security provider performs its duties diligently and without fault, we do not believe it is generally fair for the security provider to be responsible for claims and losses that still happen to occur. Agency's contractual defense/indemnity language is a little broader than the desired, proportional, fault-based defense/indemnity standard.
6. Exception to Section 14 of Appendix A (Sample Services Agreement) in the ITB: Contractor's liability will in no event exceed \$2 million. Further, Contractor will not be liable for any (a) punitive or consequential damages, (b) damages arising from events beyond Contractor's reasonable control, or (c) injuries or deaths arising from any conditions of Contractor's premises.
Rationale: Security providers are not insurers, and for catastrophic losses, it makes more economic sense for clients to turn to their own insurers at some point (no one knows the likelihood of catastrophic damages and

the amounts of such damages better than the client, and therefore, no one is better suited to insure against such damages than the client). Accordingly, we believe it is generally fair for contracts to contain reasonable monetary liability caps (e.g., \$2M) and limitations on liability for certain, special types of damages (e.g., consequential damages, damages arising from force majeure events, premises liability, etc.). Such limitations of liability can be made mutual to protect Agency as well.

7. Addition to Appendix A (Sample Services Agreement) in the ITB: Notwithstanding anything to the contrary, in connection with the US Safety Act, each party waives all claims against the other for damages arising from or related to an act of terrorism, and the parties intend for this waiver to flow down to their respective contractors and subcontractors.

Rationale: We generally request a mutual waiver of claims for damages arising from acts of terrorism, which increases the chances that our SAFETY Act liability protection will apply in our favor and Agency's. Accordingly, such a waiver is in the interest of both parties.

8. Addition to Appendix A (Sample Services Agreement) in the ITB: Any equipment/software provided by Contractor, and information gathered therewith, in connection with Contractor's services is for Contractor's use and will always be Contractor property. Contractor is not selling or leasing any of the equipment/software to Agency, and Contractor will remove its equipment/software upon termination of the Agreement.

Rationale: For the avoidance of doubt, and for licensing purposes, we try to clarify that the equipment we are providing belongs to us. We have experienced some clients who mistakenly think they get to keep the equipment when the services are terminated.

BID FORM
ITB No. '20/23/B
SECURITY SERVICES
FOR THE
SANTA FE SOLID WASTE MANAGEMENT AGENCY

All Offerors MUST use the format provided

The Bid Form shall include all services described in the Specifications of this ITB.

Item	Description	Weekly Cost
Security Personnel Labor	80 Hours per Week; Inclusive of ALL Employees Assigned and Administration	\$ 2,081.60
Vehicle Usage Fee	4-WD Vehicle for Patrolling Required	\$ 391.93
GPS Tracking and Reporting Fee	GPS Tracking and Reporting System with Geofencing	\$ 33.60
New Mexico Gross Receipts Tax (NMGRT)	Labor Only	\$ 175.64
	Total Weekly Cost	\$ 2,682.77
	X 52 Weeks/Year	
	Total Annual Cost	\$ 139,504.04

The Santa Fe Solid Waste Management Agency reserves the right to alter quantities based on availability of budget and needs of the Agency. If this will alter the bid amount, the Bidder must note the percent increase for lesser quantities.


BIDDER'S INFORMATION

Securitas Security Services USA, Inc.

 Firm/Company Name

10065 East Harvard Avenue, Suite 250 | Denver, CO 80231

 Address, City, State, Zip Code



 Authorized Signature

Austin Crain

 Printed Name

austin.crain@securitasinc.com

 E-Mail Address

Business Development Manager

 Title

303-591-2333

 Telephone Number

7/15/2020

 Date

303-309-1011

 Fax Number

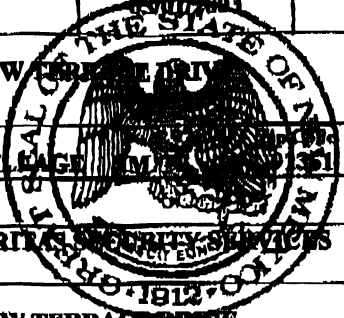
05/19/2003 14:58 FAX 505 827 9876

ST TAX & REV

001

STATE OF NEW MEXICO
TAXATION AND REVENUE DEPARTMENT
REGISTRATION CERTIFICATE

Date Business Started in NM 07/01/2003		Date ID Number Issued 02949989	IDENTIFICATION NUMBER 02-949989-00-5
Business Location 4330 PARK VIEW TERRACE DRIVE		FILING STATUS X Monthly	
City and State WESTLAKE VILLAGE CA		<input type="checkbox"/> Quarterly	
Taxpayer Name		Jan - Mar Apr - June July - Sep Oct - Dec	
Firm Name SECURITAS SECURITY SERVICES USA, INC		<input type="checkbox"/> Semiannual	
Mailing Address 4330 PARK VIEW TERRACE DRIVE		Jan - June July - Dec	
City and State WESTLAKE VILLAGE CA		Zip Code 91361	



This Registration Certificate is issued pursuant to Section 7-1-12 NMRA 1978 for Gross Receipts, County Gross Receipts, Municipal Gross Receipts, Compensating and Withholding Taxes. The copy must be displayed prominently in the place of business. Any purchaser of the registrant's business is subject to certain Requirements under section 7-1-61 NMRA 1978.

Audit and Compliance Division, Director

By *[Signature]*

Any inquiries concerning your Identification Number should be addressed to the Audit & Compliance Division, P.O. Box 630, Santa Fe, New Mexico 87504-0630

trp-33 2/94

THIS CERTIFICATE IS NOT TRANSFERABLE



City of Santa Fe

Treasury Department
200 Lincoln Ave.
Santa Fe, New Mexico 87504-0909
505-955-6551

BUSINESS REGISTRATION

Business Name: SECURITAS SECURITY SERVICES
DBA: SECURITAS SECURITY SERVICES

Business Location: SF COUNTY
SANTA FE, NM 87501

Owner: STEVEN LINDSEY

License Number: 227080

Issued Date: April 06, 2020

Expiration Date: December 31, 2020

License Type: Business License - Renewable

Classification: Armed Security Agencies

Fees Paid: \$50.00

SECURITAS SECURITY SERVICES
4330 PARK TERRACE DR
WESTLAKE VILLAGE, CA 91361

THIS IS NOT A CONSTRUCTION PERMIT OR SIGN PERMIT.
APPROPRIATE PERMITS MUST BE OBTAINED FROM THE CITY
OF SANTA FE BUILDING PERMIT DIVISION PRIOR TO
COMMENCEMENT OF ANY CONSTRUCTION OR THE
INSTALLATION OF ANY EXTERIOR SIGN.

THIS REGISTRATION/LICENSE IS NOT TRANSFERABLE TO
OTHER BUSINESSES OR PREMISES.

TO BE POSTED IN A CONSPICUOUS PLACE



15 July 2020

Santa Fe Solid Waste Management Agency
Attn: Danita Boettner
200 Lincoln Ave., Room 122
Santa Fe, New Mexico 87501

Re: ITB No. '20/23/B Security Services for the Santa Fe Solid Waste Management Agency

Dear Danita:

Thank you for allowing Securitas (SUSA, Inc.) the opportunity to propose our protective security services program for Santa Fe Solid Waste Management Agency. We believe that our focus on key service elements will allow us to succeed in our service relationship with Santa Fe Solid Waste Management Agency and contribute to the success of your organization.

Below are some key points for you to review that are further outlined within this proposal.

Securitas is a large company, but we utilize our resources at the local level:

- 1 office in the Albuquerque area
 - 2201 San Pedro Drive NE Ste 225 Bldg 2, Albuquerque NM 87110
- 5 District Managers split the territory of the New Mexico area
 - Your District Manager would be Mark Karmia
 - District Managers maintain 15 to 20 accounts in effort to sustain small portfolios. Our **Flat Organization** allows District Managers to support security officers personally, customize client solutions, and maintain responsibility for service operations.
- Mark has a team that will support the security operations:
 - Field Service Managers
 - Recruiters
 - Flex Team
 - Area HR Manager
 - HR Manager and Specialists
 - Area Vice President who oversees the Rocky Mountain Area

Training:

- We put training programs in place for the officers; both short term (orientation, new-hire and initial site specific) training and long term (ongoing and professional development) and we track compliance - with real time transparency for our clients.
- Securitas sends out monthly training newsletters and reminders of potential hazards for security officer review.
- Mark has a flex team that gets trained at all client sites. These officers fill in when permanently assigned officers are sick, on vacation, have family emergencies, etc. Back-up personnel are trained and available for additional and open shifts.

Management:

- You will also have Field Service Managers/Supervisors who will make site visits during all shifts. The Field Service Managers/Supervisors will make sure all policies and procedures are in place.
- The Area Vice President will also make visits to our client sites to meet with the officers and clients.
- Securitas has mobile teams; whose job duties include responding to client alarms/emergencies and to also perform random site inspections to ensure security officer safety and performance compliance.
- KPI's – Securitas develops, with client input, important measures to evaluate service and delivery levels.

Security Presence and Customer Relations - Your security team can be the face of your organization as officers interact with employees and their customers. We recognize the importance of our role in representing your company in these interactions. To contribute to the success of Santa Fe Solid Waste Management Agency, Securitas will dedicate significant resources to assure friendly, professional customer service in all aspects of our relationship. We believe that these practices will not only create a strong partnership between our companies, but will also allow Santa Fe Solid Waste Management Agency to stand out as a beacon for professionalism in the Utilities market.

Value-Added Services/Enabling Technologies - Our experience as a security provider in such areas as physical security, systems integration, patrol response and investigations has allowed Securitas the ability to recommend solutions developed between these disciplines. Today, Securitas can provide single source of accountability and end-to-end service delivery with an increase in technology and a reduction in overall operations cost.

As a strategic partner, Securitas will continually look for opportunities to provide value-added services to Santa Fe Solid Waste Management Agency.

Transparency –Through Securitas connect Santa Fe Solid Waste Management Agency and SUSA management team members will have instant, 24/7 electronic access to any activity/incident reports, staffing schedule, post orders, officer training curriculum, invoicing information and much more. SecuritasVision 2.0 is a secure and scalable web-based application that helps us bring innovation, accountability and efficiency to your facility. It can be deployed across your entire organization and combines incident management, tour verification, task scheduling, asset tracking, and incident alert notification into one easy-to-use application to help enhance your security program. SecuritasVision 2.0 saves time and confirms compliance of your security operations, policies, procedures and best practices, as well as improving communication and information sharing.

Thank you again for the opportunity to provide this proposal to Santa Fe Solid Waste Management Agency for the ultimate, professional protective security services program. Please contact me if you have any questions or require further information. We look forward to this new business partnership opportunity.

Sincerely,



Austin Crain,
Business Development Manager
Securitas Security Services, USA

Confidentiality Statement

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





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Executive Summary

Introduction

- Securitas is the industry leader in Protective Services.
- Local Focus - Securitas has nearly 720 local district managers throughout North America. Each district manager offers the commitment of a small business owner, with P&L responsibility for his/her local business operation. Every client is equally important.
- Global Presence - Securitas is the world's largest provider of security officers and related services. We are established in 55 countries including the U.S., Canada, Mexico, Europe, South America and Asia. We have a network of partners in many other areas of the world as well and provide security services in 90 countries.
- World Class - It is Securitas USA's ongoing goal to set the industry standard and continually raise the bar. To this end, we have implemented a comprehensive Total Quality Management approach to doing business.
- Securitas has approximately 113,000 North America employees and 345,000 employees worldwide.
- Securitas has three business segments: Security Services North America, Security Services Europe and Security Services Ibero-America.

Department of Homeland Security Certification and Designation - SAFETY Act

After an extensive review by the Department of Homeland Security (DHS) of the service standards adopted and followed by Securitas Security Services USA, the DHS has awarded Securitas USA, and its customers, the highest level of liability protection afforded by the SAFETY Act. This entitles Securitas USA to the Government Contractor Defense, which can eliminate liability for claims arising from designated acts of terrorism.

Company History

- Global revenues in 2019 were \$11.9 Billion.
- North America revenues in 2019 were \$5.2 Billion.
- Securitas acquired Pinkerton in 1999.
- Securitas acquired Burns International and smaller companies in 2000.
- In July 2003, all U.S. operations united under the single name of Securitas Security Services USA, Inc.
- In 2015, Securitas AB acquired the electronic assets of Diebold, becoming a leading provider of electronic security solutions and services to business customers.



Capabilities Overview

Securitas Security Services USA, Inc. provides **Securitas Protective Services** including *On-site, Mobile and Remote Guarding; Electronic Security; Fire & Safety; and Corporate Risk Management* through our parent company, Securitas AB.

People

Selection and Hiring

Recruiting sources include:

- Career Builder's *The Talent Network*
- Securitas' web page (www.securitasinc.com), local newspapers, college campus placement centers, state employment commissions/development departments, veterans' groups, senior organizations, city and county social service agencies, private industry councils, JTPA programs, vocational centers, military and law enforcement organizations, job fairs, employee referrals (referral bonuses)

Minimum Hiring Standards:

- At least 18 years of age
- Reliable means of communication
- Reliable means of transportation
- Legal right to work in the United States
- Ability to effectively speak, read and write English
- High school diploma or GED
- Willingness to participate in the company's stringent pre-employment screening process
- Ability to qualify for and obtain a state security officer license, where applicable

Eight Step Hiring Process:

1. Comprehensive job application
2. Securitas Employment Assessment Tool
3. Initial interview
4. Drug screening
5. Background verification
6. Assignment/scheduling meeting
7. Site interview with client (client can accept/decline candidates chosen for site)
8. Security officer introduction/questionnaire/exam



Benefits/Incentive Plans

- Affordable Care Act compliant plans
- Dental plans
- Vision care
- 401(k) savings plan
- Life and accident insurance
- Voluntary supplemental life insurance
- Employee assistance program
- Local services—discount programs
- Holiday pay
- Paid vacations
- Free uniforms
- Weekly direct deposit
- Sons and Daughters Scholarship Program
- Awards and recognition P-programs

Procedures

Account Management

- Site Supervision: Site Manager, Shift Supervisors, Field Supervisors, Flex Force
- Branch Supervision: Area Vice President, District Manager, Human Resource Manager, Recruiter, Training Manager, Scheduling Manager, Accounts Payable/Receivable
- Regional Support Teams: Region President, Vice President of Sales, Vice President of Human Resources and Training, Regional Controller

Post Orders Document System (PODS)

PODS is a proprietary software program that ensures all the client's requirements are being met in the post orders. This template ensures consistency and provides our officers with the detailed information needed to perform their jobs to your expectations.

Transition Plan

- Detailed transition schedule with timelines and action plans
- Transitions are typically completed within thirty (30) days of an agreement
- Implementation Plan within the first 60 days of account start up (calls for enhanced management presence on site)

Training

- Level 1 Training: Introduction to Security
- Level 2 Training: Career Development, Site Specific Training and Advanced Certification Training (ACT)
- Level 3 Training: Specialized Training

- E-Learning and the Securitas On-line Academy
- Ongoing professional development
- Annual refresher training
- Value-added training solutions
- Additional specialized training programs per industry/market
- Supervisor training

Tools

- Securitas Automated Field Enterprise System – Stand alone, proprietary scheduling system that is integrated with the PeopleSoft ERP platform and allows all account administration to be managed at the branch level.
- SecuritasConnect – A secure Client Portal that gives instant access to your facility's critical information in real time. You have the capability to access this data 24 hours a day, 365 days a year.
- SecuritasVision – A secure scalable web-based application that helps us bring innovation, accountability and efficiency to your facility. It can be deployed at a single property or across your entire organization, and combines incident management, tour verification, task scheduling and incident alert notification in one easy-to-use application.
- Post Confirmation System – electronic, proprietary officer check-in system that verifies posts are staffed.
- Proof of Visit System – documents supervisor inspections.
- National Communications Center – 24/7 call center for clients and security officers.

Feedback

- Excellence in Service Program.
- Client Service Plan – primary tool used to measure and monitor client security goals.
- Service Enhancement Plan – used to implement and monitor improvement actions.
- Service Delivery History – documents meetings/communications between client and Securitas management.
- Client Service Review – our monthly 'report card.' Clients help rate and define a variety of performance categories to help ensure we consistently meet or exceed your expectations.

Company History

Securitas Security Services USA, Inc. (Securitas) is the leading international company specialized in protective services based on people, technology and knowledge. Securitas has nearly 720 district managers and employs approximately 112,000 in North America. Securitas' revenues in 2019 were \$5.2 billion.



Overview

The parent company of Securitas USA is Securitas AB, the world's largest provider of security services. Securitas AB has three business segments: Security Services North America, Security Services Europe and Security Services Ibero-America. The publicly owned company is headquartered in Stockholm, Sweden has approximately 370,000 employees worldwide, with established operations in 56 countries and the ability to provide services in approximately 90 countries worldwide. Securitas AB has subsidiaries with business operations in North America, Europe, Latin America, the Middle East, Asia and Africa with 2019 revenues were \$11.9 billion.

About Securitas AB

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

The firm's core values are summarized in three words—Integrity, Vigilance and Helpfulness. These are the guiding principles for Securitas AB and subsidiary employees. A logo with three red dots, representing each of the values, was created. It became the recognized symbol for Securitas AB in Sweden, and later throughout the world.

About Securitas Security Services USA, Inc.

“ Our future is defined by our history.”



Greg Anderson
President & CEO
Securitas North America

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

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

bandits led by Butch Cassidy and the Sundance Kid) brought extraordinary visibility to his agency.

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

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

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



Acquisition Timeline

Global Elite Group

Securitas acquires Global Elite Group is a leading security services provider to the aviation industry in the US. The company will strengthen and complement Securitas' current aviation organization in North America, and our combined network, footprint, licenses and know-how will increase the value we bring to existing and new customers.

Electronic Security 2015

Securitas AB acquires the electronic assets of Diebold, a leader in electronic security. Its roots trace back to its founding in 1859 as a manufacturer of safes and vaults for banks. Diebold's North American Electronic Security business, based in Uniontown, OH, is the third largest commercial electronic security provider in North America. For more than 70 years, Diebold's North American Electronic Security business has brought together technology innovations, security expertise and quality services to become a leading provider of comprehensive electronic security solutions and services to business customers.

Remote Guarding by Securitas 2014

Securitas purchases a quarter of Iverify, one of the leading remote video services organizations in the United States and operator of a state-of-the-art remote video operations monitoring center, the largest of its kind, headquartered in Charlotte, North Carolina.

Guarding by Securitas USA 2003

All of the U.S. guarding operations of Securitas AB are united under the single name of Securitas Security Services USA, Inc.

Security Officers 2000

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



Risk Management 1999

Securitas Acquires Pinkerton. Like Securitas AB, Pinkerton had a rich history dating back to 1850 in Chicago, when Allan Pinkerton, the “original private eye,” founded Pinkerton’s National Detective Agency. In 1861, he achieved national recognition when he uncovered and foiled a plot to assassinate Abraham Lincoln. Pinkerton helped organize a federal secret service, of which he became chief. Today, Pinkerton is the industry’s leading provider of risk management services.

Department of Homeland Security Certification and Designation (SAFETY) Act




After an extensive review by the Department of Homeland Security (DHS) of the service standards adopted and followed by Securitas Security Services USA, the DHS awarded Securitas, certain of its affiliates, its customers and subcontractors, the highest level of liability protection afforded by the SAFETY Act*. Securitas received both Designation and the higher level of protection, Certification, from the DHS on December 8, 2005.

Congress passed the SAFETY Act as part of the Homeland Security Act of 2002 to encourage the developments of anti-terrorism products and services by limiting liability from claims brought as a result of a DHS-designated terrorist attack where approved anti-terror technology or services are deployed.

Briefly, here is how this protection benefits security and its customers:

- The DHS certification of Securitas' security services under the SAFETY Act entitles Securitas to the Government Contractor Defense, which can eliminate liability for claims arising from designated acts of terrorism.
- The SAFETY Act extends the protection of the Government Contractor Defense when available to all parties in the supply chain, including all of Securitas' government and private sector customers and its subcontractors.
- DHS approved Securitas' SAFETY Act application by determining that the security services described in our application perform as intended, are safe for use and are an effective anti-terror technology.

*For more information about the Department of Homeland Security and the SAFETY Act, visit www.safetyact.gov.



/// Hiring the very best people is key.

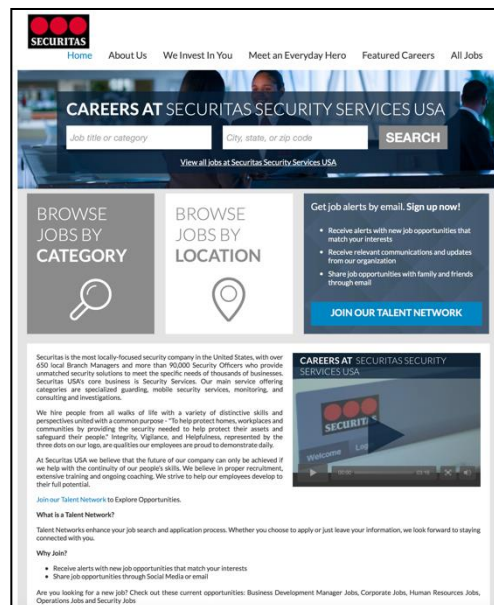
Recruiting

Securitas utilizes a wide range of recruiting sources. These include our recruiting web page, www.securitasjobs.com, local news media, college campus placement centers, state employment agencies, veterans' groups, senior organizations, local social service agencies, private industry councils, vocational centers, military organizations, law enforcement agencies, job fairs, specifically targeted groups, employee referrals (which provide referral bonuses), and many other qualified employment sources listed in our best practices. In low unemployment areas, we may offer sign-on bonuses (based on length of employment).

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

In cases where we assume responsibilities from incumbent providers or in-house personnel, our goal is to recruit and retain as many of these individuals as possible who are qualified for employment with Securitas. We take seriously our responsibility to select only those security officers who possess the appropriate skills, qualifications and aptitudes for each client location. Every officer we hire has undergone personal interviews, reliability testing and reference checks to assist in evaluating the individual's ability to represent Securitas and our clients in a professional manner. In addition, all employees are subject to a criminal background screen and drug test. We then screen officers to help provide a good match between the officers' aptitudes and our client's site requirements.

Securitas takes a focused and consistent approach to increasing retention and making Securitas the employer of choice. Our commitment to retention begins as an applicant completes our hiring process. We strive to make every person who walks through our doors feel special. Retention efforts continue with individual visits (or calls) to newly hired security officers to discuss any concerns. Securitas also uses a series of branch and region awards that recognize excellent performance and consistently promote on-going education and development.



The Talent Network

The Talent Network is an optimized career site to allow for easy job seeker interaction on any device. Designed to decrease candidate drop-off and increase applications, our recruitment tool takes candidate interaction to the next level.

Once the job seeker submits a resume or subscribes our talent network, he or she is automatically enrolled to receive new, open positions as they become available. With some of the highest email open and click-through rates in the industry. The Securitas Talent Network has over 500,000 members and is one of the largest in the country.

With The Talent Network we are able to:

- Easily gain access to new candidate pools.
- Capture vital contact information on interested candidates.
- Automatically engage with top talent.
- Create custom recruitment strategies geared toward individual client requirements.

Selection and Hiring of Personnel

The process begins with utilizing Kronos Inc.'s Workforce Talent Acquisition™ to hire and develop the best workforce in the industry. With Kronos, Securitas can source and prescreen candidates, administer online assessments, and conduct background and drug screening before assignment. Moreover, the Kronos application provides rich analytics and reporting capabilities that provide insight into critical talent acquisition.



The Kronos Workforce Talent Acquisition™ tool is a web-based product that includes an on-line employment application, an applicant tracking tool to assist our HR staff in managing the hiring process, and a custom on-line assessment. The system is fully integrated with Securitas' Human Resources Information System to reduce

the time involved in processing new hires. It is also fully integrated with our third-party vendor for background checks, drug screening and WOTC tax credit screening.

The implementation of Workforce Talent Acquisition™ in Securitas' local offices has a very positive impact on operations, including:

- Increased applicant flow.
- Reduced time to hire.
- Better utilization of branch office staff.
- Improved screening and hiring tools.
- Better hiring statistics to focus on process improvements.
- Compliance with company policies/procedures and federal/state/local regulations.

Workforce Talent Acquisition™ allows Securitas applicants to complete their applications on-line at any time Securitas recruiters can then evaluate fully-screened and tested applicants prior to interviewing them. The resulting increase in the number of qualified applicants has allowed Securitas to be more selective in our hiring process.



Securitas Employment Assessment Tool (SEAT II)

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

The SEAT II was created specifically for Securitas and is comprised of custom content questions designed to assess an applicant's ability and readiness to perform the functions of a security officer. The questions were developed by Securitas subject matter experts and are based on the knowledge, skills, abilities and personal characteristics that a security officer must possess. The SEAT II is administered as part of the online application process. The questions describe real life situations that security officers will encounter on the job. Each applicant receives a numerical score based on the number of questions answered correctly. Based on validated testing with actual Securitas applicants, scores are rated as green, yellow, or red. The applicant's responses to the questions are forwarded directly to our third party administrator, Kronos, and the results are automatically processed and returned to our local office through the Kronos Hiring Management Console (HMC).

Selection Process Overview

Our step-by-step process goes well beyond the industry norm to focus on selecting world-class employees. Moreover, our process identifies candidates who possess the traits we believe are critical to our organization; such as honesty, integrity, and a strong customer service orientation suited to the culture and operating environment of Santa Fe Solid Waste Management Agency.

Our security personnel must meet the following minimum hiring standards:

- At least age 18.
- A reliable means of communication.
- A reliable means of transportation.
- The legal right to work in the United States.
- The ability to effectively speak, read, and write English (each tested to do so).
- A high school diploma or GED.
- Willingness to participate in the company's pre-employment screening process, including a background investigation and drug screen.

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

- Have a stable work history.
- Have well-developed interpersonal communications skills and professional composure to fit the client culture.
- Can withstand the scrutiny of a thorough interview and background investigation.
- Are drug free.



- Able to qualify for and obtain a state security officer license, where applicable.

Required security officer competencies include:

- Ability to provide high quality customer service.
- Ability to exercise good judgment and discretion in all business interactions with others.
- Ability to be an effective team member.
- Neatness in dress and grooming.
- Ability to deal courteously, tactfully, and effectively with others, both in person and on the telephone.
- Initiative, integrity, and high ethical standards.
- Ability to maintain professional composure when dealing with unusual circumstances.

Step 1: Job Application

This step provides information that will assist in:

- Pre-screening of applicants.
- In-depth interviews and background screening with emphasis on employment stability, work experience, and personal background. During this step, each candidate is required to complete the online application and an *Evaluation of Report Writing Skills*.

During the employment application process, the applicant is required to complete a pre-employment assessment to evaluate situational judgment traits. Candidates being considered for armed positions are subject to a second profile, the Securitas 16pf Protective Services Report (Securitas 16pf), which is designed to test for emotional adjustment, integrity/control, intellectual efficiency, and interpersonal relations and is widely used by military, law enforcement, and private security companies.

Step 2: Initial Interview

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

Step 3: Drug Screening

Securitas USA prohibits the use, possession, consumption, manufacture, sale, purchase, transfer, dispensation, distribution and/or transportation of alcohol, illegal drugs and/or controlled substances while on duty, on Company and/or client premises, or in Company or client vehicles. We partner with Pinkerton Employment Screening, a leading provider of public record information and drug screening services, to administer our drug screening program.

- Drug and alcohol testing may be conducted in the local Securitas office using an oral drug screening device (STATSWAB) or oral alcohol screening device where state laws permit. If the result is inconclusive, the donor will be directed to a lab based collection facility to submit a urine specimen or a breath alcohol confirmatory test.
- Where state law or client contract require lab based testing, donors will be directed to a local collection facility to provide a 5 panel urine or hair follicle drug specimen and/or breath alcohol test.
- Any employee or candidate who refuses to take an alcohol and/or drug test will be disqualified from the hiring process or separated from employment.

STATSWAB is a six panel screen that is designed to detect the presence of the most commonly used drugs:

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



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

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

- Collection/test site identification, legal compliance, and management services.
- Random drug testing management and selection; data management, records retention, and education and training services.
- Quality control services and performance monitoring.
- After hours and post-injury/accident drug and alcohol testing services.
- An automated system to receive confidential test results quickly to help expedite the hiring process.
- Securitas USA can utilize other drug testing panels to screen for specific types of drugs beyond our standard screen when required by our clients. Securitas USA's Drug-Free Workplace Program also conducts post-injury/accident and reasonable-cause drug and alcohol testing as a matter of company policy. In addition, we can conduct DOT-regulated and random drug screening in accordance with client requirements and statutory regulations.



Step 4: Background Verification

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

Our required background verification includes the following:

- Military service - (DD 214) - nature of separation.
- County criminal records search for misdemeanors and felonies. Search all counties of residence and work history for 7 years.
- National Criminal and Records Locator (National Sex Offender Registry, Sanctions, OIG/GSA/OFAC).
- Credit check where permitted by state law (when required for legitimate business reasons by our clients).
- Social Security Number trace to include address history and alias report
- Department of Motor Vehicles driver's license search for all driving positions.
- Employment verification (7-year work history).
- Personal reference checks.
- Education verification.

Step 5: Assignment/Scheduling Meeting

Final administrative processing and documentation is accomplished during this step, as well as the fitting and issuance of uniforms and equipment. The contingent employee meets with the scheduler to discuss specific issues and performance expectations of Santa Fe Solid Waste Management Agency.

Step 6: Site Interview

Tentative assignment is made and our client representative is notified. When requested by our clients, contingent employees are sent to the client site for a final review. We understand the importance that our clients desire us to place on the careful selection of security personnel.

Step 7: Security Officer Introduction/Examination

Contingent employees are required to complete an introduction session to review security-related video presentations. This program establishes a core base of security knowledge that enables our security officers to properly perform their duties from the first day at a client site.

An exam is given covering the following areas:

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



Step 8: E-Verify™ Work Confirmation

Securitas is a Federal contractor and/or subcontractor and is required to participate in E-Verify™. This program effectively allows Securitas to electronically compare information from an employee's Form I-9, Employment Eligibility Verification to data from the U.S. Department of Homeland Security and Social Security Administration records to confirm employment eligibility.



Surplus Hiring

Securitas has adopted the policy and procedure of “Surplus Hiring”. We have recognized that with a large workforce, turnover and “bench strength” will consistently be primary concerns to our operations.

If our human resource functions waited until a security officer terminated their employment to prepare for back-up or replacement personnel, our “bench strength” would perpetually be low. With security officer licensing requirements and the time required to recruit a new employee, we could be losing weeks of quality service without additional personnel available to support each and every client security program.

In response to this concern, Securitas has implemented a program to “Surplus Hire”. Securitas has a large enough client and contract base locally and nationally that we are consistently recruiting, selecting, and hiring quality candidates for our security officer staff.

Through the Securitas Selection, Interview, and Assignment processes, we attempt to select the best position for the security officer and the best security officer for the client security programs. If an immediate position is not available for a newly hired associate, we have devised procedures to maintain these employees and prepare for their eventual regular and long-term assignments.

MSO Program

The security industry has an established best practice of supporting security client programs with Flex or Rover personnel. The Multi-Site Officer program continues this best practice. Securitas has an allotted number of Multi-Site Officers (MSO's) for each branch to support the permanently/regularly assigned security team members.

MSO associates are often paid at a higher salary than contract site wages. These MSO are asked to remain very flexible and operate “on-call” in support of call-offs, vacation time, or other site shift openings.

MSO are trained and qualified for a set number of locations prior to assignment and are available to those locations when shift openings occur. For a security program the size of Santa Fe Solid Waste Management Agency, Securitas would anticipate that, at least, one (1) MSO associates would be trained and available.

When Santa Fe Solid Waste Management Agency security program has a permanent/regular shift opening, MSO personnel, which have performed appropriately, would be given the first option of accepting this permanent/regular shift assignment.

When a newly hired Securitas officer is hired and regular/permanent post assignment is not immediately available, they are often placed into the MSO team. Many of these associates remain in the program and many others accept regular assignment at client sites when a complimentary shift assignment becomes available. One benefit of this process is that Branch Management and the security officer each have the opportunity to witness the Security Officer's performance during this time. Both parties are able to better evaluate which client sites would be the best permanent/regular assignment for the security officer, when available.



STAFFING FOR EMERGENCIES, SPECIAL EVENTS, THREATS TO HOMELAND SECURITY

Securitas will respond swiftly and professionally to meet all demands for extra duty assignments or positions as needed by Santa Fe Solid Waste Management Agency. We would expect two types of demands for extra duty assignments or positions: routine/non-emergency demands e.g. for escorting or providing security for ad hoc projects or special events at Santa Fe Solid Waste Management Agency, or providing manpower to guard a break in a fence or a failed gate; and emergency demands in response to emergency situations such as extreme weather, power outages, transportation disruptions, homeland security threats, etc.

We will ensure continuity of operations in the event individual Security Officers fail to report for duty (sick call outs) and meet demands for unexpected special duty assignments by ensuring we constantly have available flex in our workforce to meet surges in demand for security services and manpower. To this end, we will:

- Provide clear policies to all employees concerning disciplinary actions for no calls/no shows
- Maintain a constant hiring pipeline of potential Santa Fe Solid Waste Management Agency candidates;
- Keep qualified MSO's in area for excess demand, including cross trained officers and qualified part timers.

Securitas is committed to providing on-call or reserve security support services at our client contracts. The reason for on-call service is typically to assist Santa Fe Solid Waste Management Agency in responding to new security requirements due to an evolving threat, e.g. providing enhanced staff screening in response to insider threat concerns. We seek to minimize the time required to mobilize security officers in response to such requests by keeping a reserve force of officers available on short notice (two hours or less).

ROUTINE ABSENCES, CALL-OFFS AND COLD STARTS

Unexpected employee absences will be addressed by calling in part time and over complement staff to fill open posts. Additional staff (over complement officers) will be drawn from licensed guard staff willing and available to work as over complement officers at Santa Fe Solid Waste Management Agency on an on- call basis.

To ensure coverage of “cold-start” posts, Securitas uses the following techniques:

We generally instruct officers assigned to “cold-start” posts to report for duty at least 15 minutes early. In addition, one officer (rover or relief) is designated as the “cold start” officer. He or she will report the first cold-start post. If the assigned officer reports for duty as scheduled, the officer will proceed to the next “cold start” post. If the officer does not report for duty, the “cold-start” officer will open the post and cover it until relief is provided. If the assigned officer does report for duty on time, the “cold-start” officer will proceed to the next post, and so on. Supervisors will pay careful attention to the cold-start posts, which can often be problematic.

Benefits and Incentive Programs

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

Medical Plans

Securitas offers a medical plan to all full-time security officers that is compliant with the minimum value and affordability provisions of the Affordable Care Act (ACA) and applicable state/local laws. Our self-insured plans are administered by Anthem™. We also provide access to many regional HMOs where required. Detailed comparative information regarding coverage and premium costs for all plans is available.

Health Information and Assistance

Active participants in our self-insured health plans have 24-hour online and telephone access to a variety of information resources to help them manage their health care, including:

- Anthem Member Website www.anthem.com/ca.
- Find a Doctor.
- 24/7 NurseLine™.
- Estimate your Cost.
- Anthem ConditionCare™ disease management program.



Dental Plans

Securitas offers a choice of two dental plans through Aetna™. Both the Dental PPO and the DMO provide excellent coverage and are available to Securitas employees through payroll deduction. The DMO is not available in all areas.

Vision Care

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



401(k) Savings Plan

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

Life and Accident Insurance

The cost of this insurance is fully paid by Securitas and is provided to all full time (working over 30 hours a week) security officers, effective on the 90th day of employment. Securitas knows their employee's wellbeing is important — now and in the event of their death. Securitas wants to help provide some peace of mind to our employee's loved ones, therefore the Company-paid life insurance benefit is increasing to \$10,000. Additional amounts may be provided through client contract.

Voluntary Supplemental Life Insurance

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

Employee Assistance Program

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

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

- Marital, relationship and family problems.
- Alcohol and drug dependency.
- Stress and anxiety.
- Depression.
- Grief and loss.

- Child and elder care assistance.
- Financial issues.
- Legal services.

Holiday Pay

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

Paid Time Off / Vacations

Our most prevalent time off policy for full-time officers provides one week (40 hours) after one year, two weeks (80 hours) after five years, and three weeks (120 hours) after ten years of service. This policy may be amended to comply with the time off and/or vacation policy of the client, or with applicable state or local laws.

Uniforms

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

Payroll Choices

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

The benefits of the EPAY Card include:

- A better payroll payment alternative to employees over paper checks.
- Faster, safer and more flexible access to funds.
- Tools to manage their funds.
- Accommodating employees who may not have a bank account.
- Supporting the organization's green initiatives with a more eco-friendly payment method.



Sons and Daughters Scholarship Program

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

Employee Purchase / Discount Program

Securitas partners with a number of companies that allow our employees to participate in their Employee Purchase Programs (EPP) by offering discounts on goods and services. Security officers are eligible to participate in these programs and can obtain more information from their human resource manager.

My Rewards

Securitas introduced a new program designed to incentivize and recognize employees for continued employment, safety practices and participation in ongoing training initiatives. Qualifying officers collect points based on performance, tenure and other key metrics. These points can be used to earn attractive rewards.

The My Rewards program serves to achieve the following goals:

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

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

The My Rewards Program has proven to be quite successful. Feedback from our officers has been overwhelmingly positive. Should we be awarded the contract, we will work with each of your site's to define specific reward metrics, or qualifying activities, to drive site specific performance.

Incentive Programs

Awards of Merit

Recognizing individual officers for above average performance is critical in maintaining the morale and dedication of any security force. Securitas' recognition program includes:



- Certificate of Merit.
- Security Officer of the Month
Officers receive a \$25 bonus check, a distinctive plaque, and an Officer of the Month pin.
- Security Officer of the Year
Officer receives a \$100 award, a distinctive plaque, and an Officer of the Year certificate. This officer is usually selected from the twelve Officers of the Month.
- Region Officers of the Year
We select two officers from all the offices in a geographical region. One officer is recognized for overall performance and the second is recognized for heroism.
- Region Supervisor and Employee of the Month
\$50 bonus and an Award of Merit Certificate presented by a region president for the commendable performance of a supervisor and a security officer. A commendation letter and distinctive plaque are also presented to the recipients of these awards.
- Region Supervisor of the Year
The supervisor receives a \$250 bonus, Award of Merit Certificate, and a distinctive plaque. Supervisor of the Year is chosen from the twelve Supervisors of the Month.
- National Officers of the Year
Two security officers are selected from among the five Region Officers of the Year. They are honored as Securitas' Security Officers of the Year in one of two categories - performance and heroism.

Corporate Recognition

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

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

Service Awards

- One year-certificate and special Securitas silver pin.
- Three, five, ten, fifteen, twenty and more years - Special Securitas silver pins with jeweled enhancements.

Additional Incentives

- Securitas maintains a toll-free **Service Heroes** Line, which provides our officers an opportunity to recommend ways to improve our service, programs and processes; share best practices and recommend cost savings ideas.
- Securitas has a program in place to motivate our employees by providing an avenue of communication from the branch office to the top of our executive management team. We use our awareness program, Securitas Hotline, to allow all of our employees a means to anonymously express their concerns without any fear of reproach. All of our officers receive a wallet card with the toll free Securitas Hotline and are urged to call if their concerns cannot be properly handled at the local or region level. The hotline is open 24 hours a day, seven days a week.
- We survey our officers periodically to determine how we can continue to improve our work environment. This survey provides information to assist in developing new programs that will improve officer morale and ultimately the officers' effectiveness on the job. After we identify general areas of concern, we solicit responses from branch office personnel on methods for improvement. These suggestions are reviewed and implemented whenever possible. In addition, we will not make suggestions based upon motivational effectiveness until we have surveyed our officers for their potential effectiveness.





- Our employees' achievements are also highlighted in the many publications we produce and distribute, such as local newsletters and our corporate management newsletter. In addition, we produce many other publications to provide a means of informing our employees and clients about company and security industry-related trends, news, events, services and new technologies.

- We offer opportunities to apply for scholarships with partnering institutions.

Enhanced Benefits

Anthem Engage Elite

Securitas is offering Anthem Engage Elite, an online resource that can help employees manage health care expenses and make healthy choices, to all employees eligible for an Anthem plan. Engage Elite allows employees to search for medical, dental and vision care network providers based on cost, service ratings and other important information they can then use to make better health care decisions. Employees will also have access to online health coaches, discounts and perks, as well as wellness opportunities that support increased activity, better sleep and nutrition.

Livongo

Livongo will help employees who are currently living with diabetes to better manage and improve their condition all while saving money. Registered participants of Livongo will receive a complimentary cellular glucometer and unlimited lancets and test strips delivered right to their door. Livongo also provides employees' access to online tools and reports that can facilitate conversations with their doctors, coaching and live support, and nutrition and health tips.

Omada

Omada is a science-backed health and weight management program that motivates employees to take charge of their weight and reduce their risk for diabetes and other health conditions. Securitas employees can find personalized support and easy-to-access

online tools and resources to help them build healthy habits that last. A welcome packet that includes a cellular scale, pedometer and exercise bands are delivered to every participant – at no cost to them.

EAP

It is important that Securitas employees and their families have the support they need, whether that's helping them deal with marital and family issues, relationship difficulties, death or loss, personal crises, health concerns or even choosing a college for their child. Securitas' new EAP, does all of that. Employees will now have up to 5 in-person counseling sessions and a network of support options, from over-the-phone counseling to resources like legal referrals, daycare and elder care, identity theft consultations, adoption assistance, education support for tutoring and college/university searches and financial counseling.

Life Insurance; the Company-paid life insurance benefit is increased to \$10,000.

Smart Dollar


Starting January 2019, employees will have access to SmartDollar, a proven financial wellness program. Using motivational content, interactive tools and expert advice, SmartDollar will help them get out of debt (if needed), save for retirement and reach future money goals.



Securitas Security Services USA, Inc.

Our Look





// Account management, after all, is local.

SECURITAS SECURITY MANAGEMENT PROGRAM

Securitas has a long history and vast resources from being the largest and longest established security company in the world. To our customers it is critical that we are able to translate our size and experience to the local level and in support of each and every client relationship. **Account Management, after all, is local.**

Securitas USA puts great emphasis on empowering local branches to have the ability to rapidly respond to client's needs. In addition, Securitas limits the number of client relationships per branch. This approach has a tremendous impact on service levels and provides the local operation the time to specialize on the clients they serve and the employees they support. It is a core belief of Securitas USA that management by name and not by number creates the best foundation for a meaningful security solution.

In this Procedures section, we will provide details of your local Securitas supporting Branch and their approach to the establishment of your Security Management Program.

Your Securitas relationship is spearheaded by your **District Manager**. This is the client relationship primary point of contact. Our Securitas Security Management Program gives District Managers the knowledge to develop complete security packages for our clients. To be a knowledge leader and understand all aspects of security operations to determine client needs, including:

- The critical operational analysis process to determine what type of security program is required
- How to analyze the use of physical security options that allow manpower, systems and technology to work together
- How to use widely accepted tools to measure probability and impact, as well as the fundamentals of information security to provide security expertise
- How to specialize and remain knowledgeable of the local market

Knowledge, training and expertise in security is key to developing security solutions for our clients.



INTRODUCTION TO CLIENT FACILITY

We develop, together with you, procedures and goals for your Security Management Program. It is Securitas' mission to provide the most outstanding security solutions possible. In order to accomplish this mission, our Branch teams will discover the needs of the Program and Scope of Services. Guided by the Securitas Service Wheel, the Branch team will accomplish the following:

- Identify and develop **Procedures** required to organize the Security Program.
- Choose the appropriate **Tools** (Technology and communications).
- Organize the standard, introductory, site specific, and on-going **Training** for the team.
- Establish the quality assurance, supervision, and communication chains for **Feedback**.
- While never losing focus on the recruiting, selection, and support of the **People**.



Securitas District Managers begin the process of supporting a client contract with the aid of the *Securitas Service Initiation Workbook*. The Workbook is designed to help Branch teams ensure the successful start-up of a new contract. The Securitas Service Initiation Workbook includes items listed below: Transition and Implementation Plans, Safety Inspection Checklist, and Post Order Requirements Survey.



WORK EXECUTION PLAN

Securitas delivers a customized service solution to achieve your performance goals. We accomplish this through our “Service Wheel” and the Service Excellence program, a five category framework that integrates service delivery, management and measurement:

Components within each of these five categories guide our service teams, measure and report performance and ensure that we meet the unique requirements of each client and each “facility”.

The following table lists the major Securitas components of each category.

Category	Major Components
People	<ul style="list-style-type: none"> • Hiring Management System (HMS) • SEAT (Securitas Employment Assessment Tool) • Benefits, Incentives & Recognition Programs
Procedures	<ul style="list-style-type: none"> • Client Service Plan • Transition Plan • Post Order Requirements Survey • Periodic Hazard Assessment
Tools	<ul style="list-style-type: none"> • A technology-based tour tracking system • Post Orders Template • Real-time incident reporting and • SAFES, computerized scheduling, payroll, invoicing & financial records tool
Training	<ul style="list-style-type: none"> • Supervisor training • License required training • Specialty training (First Aid/CPR/ AED, Fire Prevention, Industrial Safety, etc.) • Site-specific orientation • Ongoing professional development programs • Customer Service Excellence Training
Feedback	<ul style="list-style-type: none"> • Client Satisfaction Surveys • Service Enhancement Plan • Quarterly Business Reviews (QBRs)

Daily service is delivered by personnel on-site with support from the local branches listed in Account Management section below. “Branch” and “Area” resources provide supervision, management, administration, human resources and logistical support to on-site supervisors and guard teams. Securitas provides specialized oversight and support to ensure specific aspects are identified, planned for, delivered, measured and reported.

The *Transition Plan and the Implementation Plan* list the tasks that need to be completed to ensure a smooth transition and start-up. Normally a transition requires 90 days; 30 days prior to the service start date and continuing for 60 days past the service start date. However, not all contracts are awarded with enough time to prepare a 30 day start-up. Appropriate dates will be established by the Transition Team. We have included an in-depth discussion of our Transition and Implementation Plan later in this section of the proposal.

The *Safety Inspection Checklist* must be completed prior to the start of new business, and annually thereafter. This is to ensure that a safe environment exists for our Security Officers.

Post Orders are required for every client post. Post Orders are a complete set of instructions from Securitas, informing the Security Officers of their Scope of Work and how to accomplish tasks at the client site. During the Transition stage, the Transition Team will gather the information required to establish Post Order instructions, using:

- The Request for Proposal (RFP) provided Scope of Work.
- Previous Post Orders or Standard Operating Procedures (as available).
- Securitas Risk and Site Assessment processes.
- Interviews and information gathering from Client Key Stakeholders.

Post Orders are created with the assistance of PODS, our proprietary software program. The *Post Order Requirements Survey* is designed to help the Transition Team gather the information needed to complete the Post Orders. This information correlates directly with the Securitas Post Order Template which will automatically generate professional and thorough Post Orders, as described later in this proposal.

The *Client Service Plan* is a plan that is developed by the District Manager and his/her Client. It is a tool that will provide the Branch Team with a better understanding of the Client's security goals. The Client Service Plan will guide the service through the year to ensure that the Branch Team provides "Securitas Service Excellence".

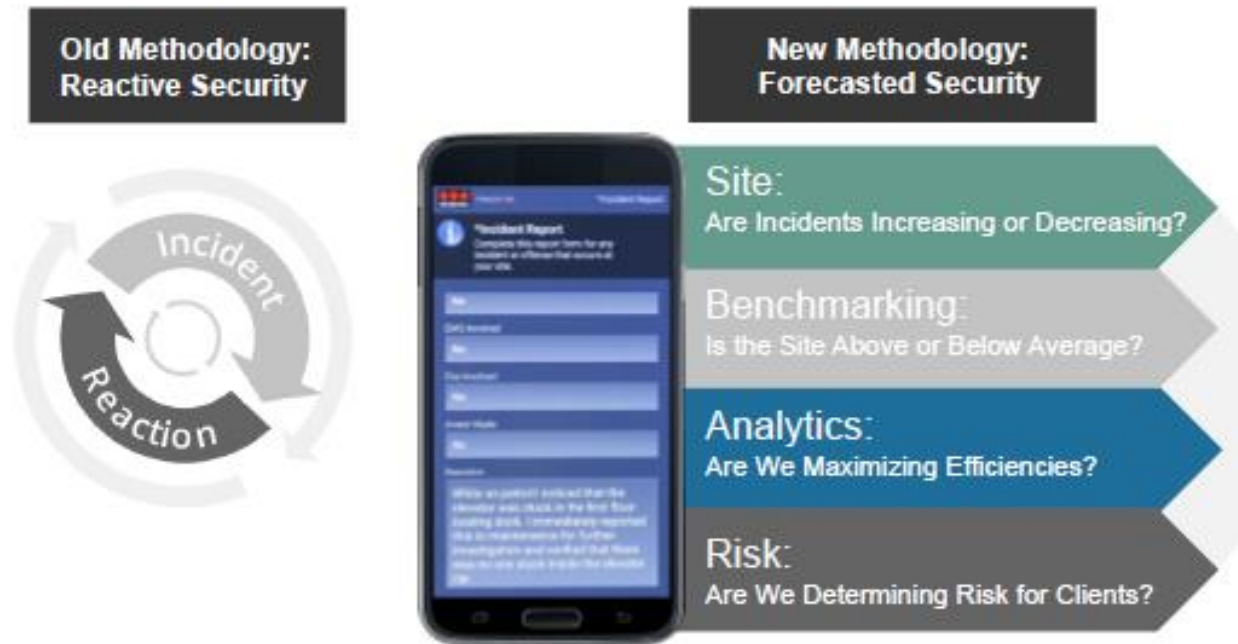
SSE, VISION AND THE GOAL OF *FORECASTED SECURITY*

Securitas has developed a "Forecasted Security" model that takes advantage of the integration of SecuritasVision incident report data with the updated Securitas Service Excellence (SSE) platform.

The resulting advanced analytics can be used to predict our clients' security concerns before they occur. This is an exceptional advantage for the safety of our clients.

1. Why Forecasted Security - Increase our clients' security effectiveness, efficiency and confidence.
2. How do we create the Forecasted Security Model - Leverage Incident Report data to enable proactive, data-driven decisions across their security operations.
3. Result of Forecasted Security - Greater client trust and transparency.

Our advanced analytics create valuable metrics which drive fact-based recommendations. These fact-based recommendations enable proactive, and often, pre-emptive security decisions to be made. This significantly increases the speed and efficiency in allocating security resources. Ultimately, this increases client appreciation and confidence in the added value Securitas brings to your operations.



- SSE Incident Analytics create valuable metrics which drive fact-based service recommendations
- By regularly reviewing and sharing these statistical trends, Securitas can proactively adapt security operations to our clients' needs – often, before they are even aware of issues
- Within the SSE Dashboard, incidents can be viewed for a specific client, branch or vertical market and be analyzed by using predefined filters and variables
- Securitas builds a monthly schedule to complete the analytics review and set aside time with each of your clients to share the findings
- The result? Greater client value, trust and transparency

Analytics Reporting is the integration of SecuritasVision and Securitas Service Excellence. Securitas will engage with our clients and create mutually beneficial relationships through collaboration on meaningful data obtained from live sites actively using our services.

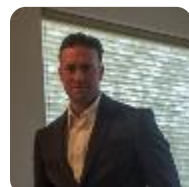
Account Management

Area Vice President (AVP) – John Keane



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

District Manager – Mark Karmia



The District Manager actively manages all client sites in his/her area. The District Manager facilitates decisions to meet the needs of Santa Fe Solid Waste Management Agency. The District Manager meets regularly with the client contact at Santa Fe Solid Waste Management Agency to evaluate service levels, and implement and refine our ongoing service plan.

Some of the responsibilities of our District Managers include:

Client visits

A Securitas District Manager schedules regular visits with Santa Fe Solid Waste Management Agency to ensure contract compliance and satisfaction with our service.

On-site training

The District Manager conducts both on-site and follow-up training in all basic and advanced security subjects as necessary.

Maintaining contact

District Managers meet as necessary with client representatives to assist in performing the duties of our regular and special post orders.

Site development

District Managers supervise, monitor and respond to security officers' requests for assistance, support and development. It is the responsibility of every District Manager to strive to see that the security officers working at Santa Fe Solid Waste Management Agency have the skill sets, training, equipment, supplies and support necessary to fulfill their security responsibilities.

Field Service Manager – William Wilkinson

Spearheading field service, scheduling and training for each branch office are the Field Service & Operations Manager, who function as non-resident supervisors. Field

Service Managers administer continuing training of the officers assigned to each facility. Since they are an important extension of the management team, proper selection and training are important. We have developed formal programs that include seminars, classroom training, video instruction and manuals designed specifically for field service managers.

Some of the responsibilities of our field service managers include:

[Field visits](#)

A Securitas manager schedules visits with each post, and monitors the quality of the security officers' performance and appearance.

[Scheduling](#)

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

[Field supervisory on-site training](#)

Field Managers are available to conduct on-site and follow-up training in all basic security matters.

[Field supervisory contact](#)

Field Managers meet frequently with a client representative to assist reviewing service levels.

[Inspection reports](#)

Field Managers, when requested, inspect and leave reports on-site for the client's designated representative.

[Incident reports:](#)

Field Managers must respond to security officer requests for assistance and review each Incident Report. An "Action Taken Report" on the incident is left on-site for review by your management representative.

Human Resources Manager – Elaine Montoya

The human resources manager leads the hiring and selection process for all employees; personally interviews each candidate for selection to work at Santa Fe Solid Waste Management Agency; and manages benefits, employee relations and recruiting.

Training Manager – Jacquelyn Neill



The training manager guides the introduction process, site-specific training and continuous training program development; is responsible for the preparation of training materials, classroom presentation and site-specific training; reviews all operations at Santa Fe Solid Waste Management Agency to determine the best methods of delivering the training; identifies the appropriate training materials; schedules and conducts the training; and is responsible for supervisory and refresher training.



Recruiters, HR Specialists – Jessica Cambridge, Cindy Peters, and Elena Chacon

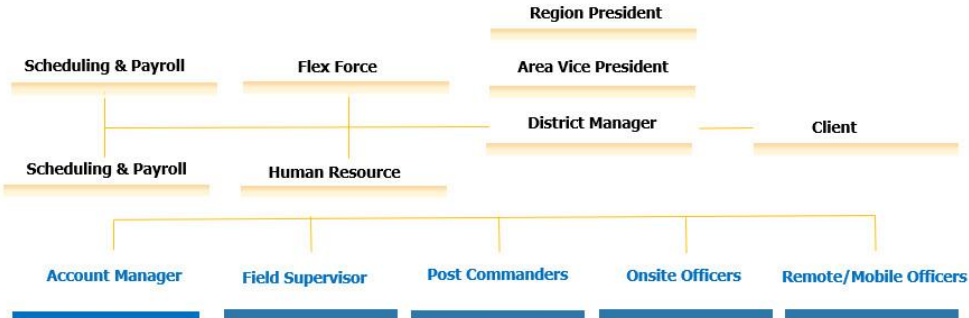
The recruiter actively promotes the employment opportunities at Securitas through numerous sources and works with state and local placement agencies to offer employment opportunities to qualified individuals. These sources include college and university groups, placement services and government agencies.

Flex Force

Securitas typically uses the flex force system to fill unscheduled vacancies (e.g., illness, vacation) at your facility. Additional officers are trained at each of our clients' sites to become fully knowledgeable of the required duties. They are on call 24 hours a day to be ready to respond to vacancies that may occur at your facility. Should the need arise for a large number of additional officers at a particular site, Securitas offices assist each other with a reserve force.

Account Structure

Account Structure



Region Support Teams

Securitas consists of five geographic regions. The purpose of the region office is to guide and support the local branch offices that, in turn, support our officers at client sites. Placing resources at the local level, where they can be used most effectively, is part of our mission as the industry leader to add value by being closer to our clients and to our security officers.

While supervisors are the first point of contact for the security officer, they will, on rare occasions, have questions that need to be escalated to the region level by their supervisors.

Securitas region support:**Region President (RP) – Rhonda Pierce**

Rhonda is essentially the chief executive officer for the region, providing the leadership and vision that drives the quality of our service and promotes the success of the region. The RP directly oversees each of the area vice presidents in their support of the local branch offices. The RP develops client relationships, grows Securitas' business, and studies the industry. RPs work to improve both the financial performance of the region, as well as the level of service the region provides to its clients and officers.

Region Vice President (RVP) – Peter Platten

Peter is responsible for initiating and maintaining professional-level contacts with prospective clients. The RVP carries the Securitas message to promote Securitas' reputation in the security industry and engage prospective clients, as well as looking for best operating practices and networking to identify prospective clients.

Vice President of Human Resources (VPHR) – Melissa Wigger

Melissa oversees all aspects of human resources for the region. The VPHR is the first point of contact for all benefits, compensation and general employee welfare questions that cannot be resolved by the branch office. The VPHR works closely with corporate employee relations staff and is a key point of contact for government agencies. Compliance, standards and auditing of personnel records are additional areas of responsibility.

Region Controller (RC) – Andy Colombini

Andy reviews the financial status of every Securitas client, and prescribes corrective measures, when necessary, based on the findings. However, far more often the RC acts proactively to build and maintain a quality business portfolio, robust offices, and strong regions. Many of the questions asked are directly related to compensation. By working to improve Securitas' financial management, the region controller helps to support everyone at Securitas.

Transition Plan

Transitions, regardless of scope, pose a variety of challenges. Identifying these challenges makes overcoming them a matter of process. Securitas has successfully executed transitions throughout the world at levels that are truly remarkable. To continuously improve our transition process, “best practices” and “lessons learned” are communicated to all levels of management to provide timely implementation.

Most new Securitas clients already have incumbent security personnel with whom the account transition team works with to ensure a successful change in service providers. We understand it is the face to face interactions, the relationships that are so very important during transitions. We work to provide confidence and assurance to all those involved.

// In 2019, Securitas managers transitioned over \$500 million in security services.

Securitas Managers are experts in transitions. In 2019, they transitioned over \$500 million in services from in-house private security and other contract security providers using our **Excellence in Service** process (Transition references are available upon request). This was accomplished without any major issues or disruption to our client’s operations.

Securitas is well aware of the negative impact an inadequately designed and implemented transition can have on the continuity of operations of a client. Our team and our proven processes will help to provide a seamless transition at each facility.

Transition, then transformation

Transformation, not transitioning, is our ultimate goal. To transition your current security staff to our practices and then transform them to our comprehensive security solution, several items are scheduled. We introduce our experienced transition team, consisting of the Area Vice President of Operations, District manager, Human Resources Manager, Recruiting Manager and Training Manager. These members oversee every area of the operation, helping to ensure all posts are understood, evaluated and enhanced to our standards of protection.



This team then works to develop a comprehensive transition and implementation plan for Santa Fe Solid Waste Management Agency.

The transition plan is formalized approximately 30 days prior to the “start of service” date. The implementation plan typically takes an additional 60 days from the start of service, depending on the scope of the project. In addition to security officers, value added programs are identified and introduced where applicable.

The current security industry categorizes Officers (*Guards*), actual boots-on-the-ground, and *Systems*, various technologies, into two *separate* categories, Securitas does not. We see both of these as different tools utilized for the same purpose; to provide Santa Fe Solid Waste Management Agency with the most secure and cost-efficient security program. A complete security plan is designed using both people and technology to create comprehensive security for your organization; thus, transforming your security program into a modern, cost effective solution.

During the numerous transitions completed over many years, we have learned:

- To ask detailed questions in order to understand our clients’ expectations.
- Communication with officers and key stakeholders regarding transition information is critical and must be timely. We create employee communications regarding transition activities to keep everyone informed.
- It is necessary to maintain flexibility regarding transition and implementation schedules. Clients’ requirements and their environments are dynamic and periodic adjustments may need to be made.
- To fully document and disseminate internal transition reports in order to evaluate progress and make necessary improvements in our methodology.
- Performance measurement begins with transition; our clients expect to be kept fully informed regarding completion of critical transition milestones. At a minimum, weekly progress reviews are conducted with our clients.

Our transition plans have taken these “lessons learned” and incorporated them into a detailed schedule that becomes a living document. This framework represents our commitment to Santa Fe Solid Waste Management Agency and provides a measurable tool by which all parties can follow Securitas’ progress.

Our transition objectives are the following:

- Enter into contract negotiations with Santa Fe Solid Waste Management Agency in good faith to efficiently and quickly finalize an executed service agreement.
- Establish communications with corporate and local Santa Fe Solid Waste Management Agency security representatives to receive early guidance during transition and contract operations.
- Conduct a *Risk Assessment* to determine the quality and effectiveness of security policies and procedures at each site covered by our service agreement.
- Customize our transition plan and develop milestones for activities and responsibilities.
- Implement an ongoing communications plan with all team members.

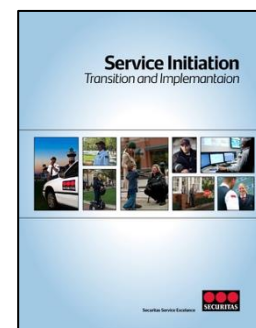
- Implement our recruitment, screening and selection programs for both new and incumbent employees.
- Conduct an assessment of job tasks, training needs and requirements and finalize our training program for Santa Fe Solid Waste Management Agency review/approval.
- Establish property control records and conduct an orderly transfer of any client-furnished equipment.
- Establish administrative, logistic and financial controls.
- Finalize our management and staffing plan with Santa Fe Solid Waste Management Agency management input.
- Review and revise general and post orders and other directives as needed.
- Develop and/or revise detailed job descriptions

Service Initiation – Implementation

Securitas helps to remove transition concerns through process and planning accountability. This proven, formal process is documented in our 72 page **Securitas Service Excellence - Service Initiation Workbook**. The workbook, along with its companion guidebook, helps to ensure service starts smoothly and provides a foundation for ongoing success.

Topics include:

- Transition Plan (from contract signing to service start)
- Implementation Plan (first 60 days after service start)
- Periodic Hazard Assessment Checklist
- Post Order Requirements Survey
- Client Service Plan



Post Orders Distribution System (PODS)

As a result of the information captured by our Service Initiation Workbook, job descriptions, specific shift functions and an in depth review of your facility, post orders for your facility are developed by our management staff. Once Santa Fe Solid Waste Management Agency approves the content of this information, your district manager will prepare the final document utilizing our Post Orders Distribution System (PODS). PODS is a proprietary software program that helps to ensure that all of the client's expectations are being met in the post orders. This template ensures consistency and provides our officers with the detailed information needed to perform their jobs to your expectations. The template is stored electronically so maintenance and updates can be performed easily and communicated to the security staff efficiently.

Securitas will maintain and update post orders with the client having final approval on an annual basis to ensure compliance. Additionally, on-site officers will be retrained on any procedural changes in the post orders as they occur.

Account Management Team



Organization charts will be opened and filled with incumbent, Securitas personnel and any new-hires necessary to fulfill the contract commitment. Organization charts will help easily frame management and reporting structure.

Retaining Incumbent Personnel

We recognize the value of incumbents' knowledge, skills and abilities and will seek to retain those personnel you request. Incumbents who are retained must successfully pass Securitas interviews, reliability testing, drug screening and reference checks to determine their eligibility for employment with Securitas.

Proactive Communication with Incumbent Personnel

Incumbent concerns regarding the transition to Securitas are mitigated through proactive, personal communications. After contract award, and with your prior notification and approval, we will implement the following activities:

1. Team Meeting (town hall style)
 - Brief introductory meeting to all available incumbents
 - Announce Securitas contract award and transition timetable
 - Introduction to Securitas and benefits of continuing employment
 - Answer questions; e.g., benefits, grandfathering vacations, etc.
 - Avenues of communication regarding transition concerns
2. Individual Meetings (one-on-one)
 - Meet with incumbent personnel and walk them through the application process
 - Introduce Securitas hiring process, timelines and hiring packet
 - Answer questions and introduce possible retention offers
3. Follow-up Individual Meetings (one-on-one)
 - Answer follow-up questions and discuss any concerns
 - Face-to-face, email or phone-based meeting, incumbent preference

Transition Newsletter

Communication, shared regularly and clearly helps smooth many activities that can be otherwise stressful to a changing workforce. In addition to other communication tools, our newsletter provides for specific information to be shared for specific circumstances at any given site, post or unique location. Topics may include:

- Invitation to Apply
- Securitas Transition Team & Contact information
- Town Hall Meeting
- www.securitasjobs.com
- Transition Timeline
- Welcome to the Team
- Securitas Security Services USA, Inc.
- Rumor and Stress Control



Transition Process

The following activities help to deliver a contractually compliant, seamless transition.

- Ask critical questions to understand expectations, both corporate and local
- Communicate transition information in a timely manner (employee packets, newsletters)
- Maintain flexibility in transition timelines and implementation to changing needs
- Fully document and disseminate transition reports for evaluation and improvement
- Measure performance and provide you weekly progress reviews
- Solicit post-transition feedback for improvement opportunities
- Have a branch team member present for the start of each shift including weekends
- Daily visits, including the first time employees and visitors are on the site
- Review site specific training that has been performed
- Review personnel assigned to the site to ensure they meet standards
- Confirm all contract requirements met
- Meet weekly with Santa Fe Solid Waste Management Agency representatives for the entire implementation period
- Area Vice President will contact Santa Fe Solid Waste Management Agency representative twice during first two weeks
- Review first invoice with Santa Fe Solid Waste Management Agency representative (face-to-face)
- Cross-train personnel and backup personnel
- Document transition milestones

The following major milestones highlight our transition process. A detailed listing is included in the Securitas Service Initiation Workbook.

- Enter contract negotiations to efficiently and quickly execute a contract
- Establish contact with your representatives for transition guidance
- Establish immediate contact with incumbent officers and distribute a custom Transition Newsletter to minimize uncertainty



- Finalize the transition and implementation plans
- Assess quality and effectiveness of all security operations as requested
- Conduct operational needs assessment of each site and post as requested
- Initiate recruitment, screening and selection programs
- Assess job tasks, training needs and requirements, present final programs for your review/approval
- Setup property control records and transfer client-furnished equipment and material
- Initiate administrative, logistic and financial controls
- Finalize supervision and staffing plan with your input
- Finalize directives, general and post orders as needed

Transition and Implementation Schedule

The following is an example of the precise and detailed schedule, start date and length of activities to take place during transition. It should be noted that great time and consideration is

Transition & Implementation [Client]				Week														
Activity	Start	Finish	Responsibility	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Transition																		
1	Award scenario finalized; contract awarded; transition account to Securitas on agreed date	1	1															
2	AVP and Branch Manager have been identified and contacted and informed of the site.	1	1															
3	Activate Securitas Transition Management Team Teleconferences discussing the details of the transition plan action items will be conducted with all members of the transition team.	1	3															
4	Develop transition plan. Meet with Security team to discuss transition and finalize transition plan.	1	1															
5	Conduct weekly Transition Team conference calls with all team members and client representatives to discuss progress on each action item outlined in transition plan. Outline any concerns or obstacles to success.	1	6															
6	Meet with the client to present the Securitas USA Service Initiation Kit.	1	1															
7	Conduct Operational Analysis	1	6															
8	Conduct Risk Management Safety Inspection.	1	2															
9	Complete Post Order Requirements Survey.	1	2															
10	Work with client to prepare Post Orders.	1	4															
11	Prepare Hiring Profile.	1	1															
12	Order supplies and equipment.	1	4															
13	Order uniforms.	1	3															
14	Review and prepare wage and benefit package.	2	3															
15	Prepare site specific training materials.	1	4															
16	Prepare master schedule.	3	3															
17	Select Account Manager	3	3															
18	Recruit and select officers based on client requirements, recruiting internally/externally.	1	4															
19	Meet with client to review Post Orders.	1	4															
20	Issue and fit uniforms.	3	4															
21	Meet with client to confirm Post Orders, brief on Transition Plan progress and discuss invoice procedures.	1	5															
22	Conduct Security Officer Introduction Program to all new and incumbent security officers.	3	4															
23	Confirm all personnel files for full pre-screening documentation.	3	4															
24	Conduct on-site specific training of security officers.	3	5															
25	Establish specific service start procedures:	3	5															
26	Arrival of supervision.	4	5															
27	Arrival of security officers.	4	5															
28	Placement of equipment and supplies.	4	5															
29	Actual take-over of facility responsibilities.	5	6															
30	Working schedule that matches master schedule.	5	5															
31	A branch team member must be present for the start of each new shift	5	5															
Implementation																		
32	Visit the account daily so that all service is properly initiated.	5	5															
33	Schedule to be on-site the first time the client is back on-site after start-up.	5	5															
34	Review site specific training that has been performed.	5	6															
35	Review personnel assigned to site so they meet all standards.	5	7															
36	Confirm that all contract requirements are being met.	5	7															
37	Weekly meetings with the client during the implementation period.	5	12															
38	Area vice president contacts the client (phone or face-to-face).	5	8															
39	Review first invoice with client (face-to-face).	9	10															
40	Cross-train personnel and "back-up" personnel.	6	12															
41	Introduce the Excellence in Service and other Securitas USA programs.	5	12															
42	Provide Operational Analysis Recommendations	12	16															
43	Review of Post Orders	11	16															
44	Audit of Training all officers	10	17															
45	Implementation of Vision Tour System/Client Connect Dashboard	10	11															
46	Contract Compliance (Complete Review of all contract requirements)	8	12															
47	License Compliance NC (PPSB)	5	14															
48	Off Hours Officer Inspections	6	18															
49	Uniform Audit	5	8															
50	Vehicle Audit & Maintenance	5	16															
51	Officer Performance Reviews & Evaluation for Post Assignment	9	16															



appropriated when customizing this schedule, as each client has unique needs and time allocations. Flexibility is also acknowledged throughout the schedule to ensure all activities are met and fulfilled to the satisfaction of both the client and Securitas.

Reporting

Accurate and timely reporting of incidents and activities is crucial to managing a security operation and ensuring customer confidence and satisfaction. From pre-operational briefings to post-operational debriefs, the communication with the security team and addressing expectations is crucial to a successful delivery of services and regulatory compliance. The ability to quickly share information and learn from best practices is an important element of operational success.

- Daily shift reports will be provided by the Supervisors or Security Officers to the Client Point of Contact (POC) or his/her representative to ensure they are current with daily operational activities and service deployment. The report format and content are based on client specifications. They will include updates on issues flagged by Securitas supervisors or auditors requiring remedial action, any updates to Securitas' key personnel roster, as well as updates on equipment and maintenance issues. The daily report will be emailed to the Client POC or their delegate.
- Incident Reports will be written by the Security Officer involved in the response to the related incident and will be submitted electronically to the Client POC within 24 hours of occurrence using our innovative Securitas Vision technology solution.
- Monthly Quality Inspection Reports will be prepared by the Security Supervisor or District Manager and submitted to the Client POC for review and approval.

Report data is stored in a secure database for future reference in compliance with any applicable security audit requirements.

Securitas USA can provide several interactive reports to your Management Team through SecuritasConnect. This robust management system can provide additional reports which are exportable to Excel, Word and Power Point. Report samples include budget tracking, incident management, training compliance, scheduling reports, client plan reports and customized KPIs. Specifically, regarding Incident Tracking and Reporting, Securitas can ensure that your security program runs most effectively by providing our management team with these optional incident reporting efficiencies:

INCIDENT TRENDS AND ANALYSIS –

Incident Statistics- A report that charts out the type of incidents and the number of these different types of incidents per month.

Incident Location Statistics- A report that explains the number of incidents per location. The locations are determined by the District Manager and the Client POC.

Annual Benchmark Incident Report-A Report that encompasses the entire year to date and shows the types of incidents, the total of this type of incident for the year, and the average number per location.



As part of our comprehensive training program, our security officers and supervisors are trained on how to properly write and report Daily Activity and Incidents. We offer a course that covers report writing. This course instructs learners in how to produce complete and accurate reports. Topics include Do's and Don'ts of reporting writing; DARs and Incident Reports; and five rules of effective report writing—answer the 4Ws, state facts clearly, be concise, be accurate and report in chronological order. Interactive exercises also test users' quick observation skills.

TRAINING COMPLIANCE

Through the utilization of the new SecuritasConnect we have the ability to maintain an electronic database listing all completed training modules in each Officer's file. Upon completion of a training module, the instructor administering the training certifies that this training was satisfactorily completed. For courses delivered on the Securitas USA Online Academy, testing and record-keeping is instant and automatic. These records are always available to the Client Management through the Securitas client portal. Please feel free to request a sample screen shot of the User Training Progress.

SECURITY OFFICER SCHEDULE AND COMPLIANCE

By utilizing Securitas Connect, we are able to review the existing schedule to insure we are able to meet all staffing requirements and to make sure we have all vacancies covered. Please feel free to request a sample of the schedule screen available through SecuritasConnect.

CLIENT SERVICE PLANS


In collaboration with the Client management representatives, Securitas USA establishes a Client Service Plan outlining specific service goals and defining supporting Key Performance Indicators (KPI). This plan serves as a "road map" for managing and monitoring service performance. The Service Plan is updated annually following a joint management review meeting, or more often when mutually deemed appropriate.

KPIs

Securitas USA believes it is essential to use scorecards to judge the individual property service level and track trends in key performance categories across all property locations served. A scorecard based on key performance indicators (KPI) is our mechanism to continuously assess and improve service performance across all locations for our largest clients.

SecuritasConnect enables our management team to most effectively operate and manage your site's security plan and its officers. This benefits you with the most cost-effective and highest quality security solution.

***Sample reports can be provided upon request.**



Using the correct tools increases officer performance.

Tools with Sample Reports

Securitas is committed to empowering our clients with the knowledge they need to be secure. Securitas managers will work with you to help customize a security solution by utilizing a combination of technology tools to give your facility a modern security program.

SecuritasConnect

Through SecuritasConnect, you can have full visibility and control over your security program. SecuritasConnect is your window to view your site's security, at any time of the day or night.

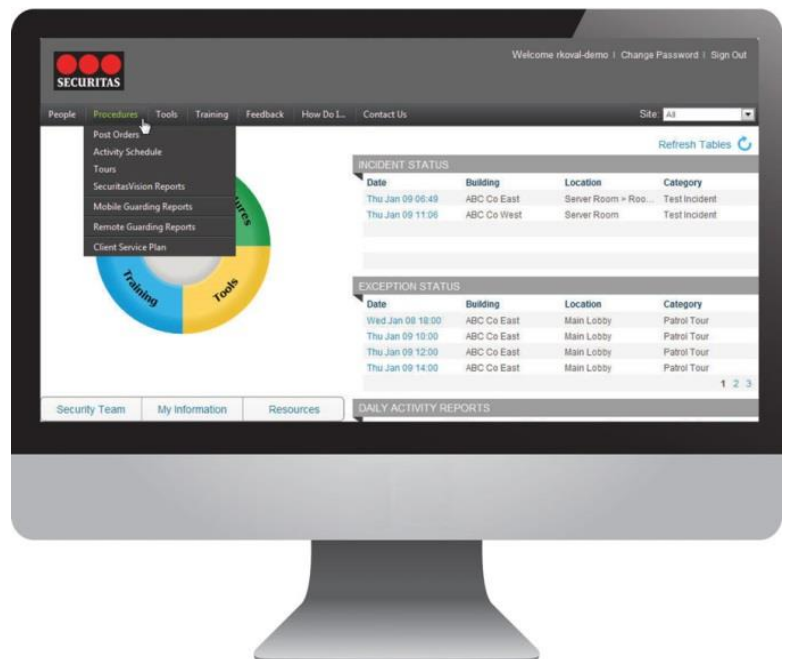
People: Schedule visibility: see at a glance the officers who are scheduled to be on duty.

Procedures: Real-time access to post orders, incident tracking, tour information and more.

Tools: Remote access to the technology utilized at your site.

Training: Monitor officer training details and progress.

Feedback: Monitor ongoing performance against Service Plan goals and defined KPIs.





People: Schedule visibility: see at a glance the officers who are scheduled to be on duty.

Guard Schedule								
Site: All				Contracts: All Contracts				
today	Friday, May 14, 2010 - Thursday, May 20, 2010					Day	Week	Timeline
Fri, 14	Sat, 15	Sun, 16	Mon, 17	Tue, 18	Wed, 19	Thu, 20		
(12:00 AM - 8:00 AM) MARI G CULLENY	(12:00 AM - 8:00 AM) BACHIR COULIBALY	(12:00 AM - 10:00 AM) AUDREY L LICK	(12:00 AM - 8:00 AM) MARI G CULLENY	(12:00 AM - 8:00 AM) MARI G CULLENY	(12:00 AM - 8:00 AM) MARI G CULLENY	(12:00 AM - 8:00 AM) MARI G CULLENY		(12:00 AM - 8:00 AM) MARI G CULLENY
(12:00 AM - 6:00 AM) AUDREY L LICK	(12:00 AM - 6:00 AM) AUDREY L LICK	(12:00 AM - 8:00 AM) BACHIR COULIBALY	(12:00 AM - 6:00 AM) AUDREY L LICK	(12:00 AM - 6:00 AM) AUDREY L LICK	(12:00 AM - 6:00 AM) NAIME NILI	(12:00 AM - 6:00 AM) NAIME NILI		(12:00 AM - 6:00 AM) NAIME NILI
(6:00 AM - 2:00 PM) DAVID L SOHAGI	(6:00 AM - 2:00 PM) MANUEL J ORTEGA, DAVID L SOHAGI	(6:00 AM - 2:00 PM) MANUEL J ORTEGA	(6:00 AM - 2:00 PM) DAVID L SOHAGI, MA NUEL J ORTEGA	(6:00 AM - 2:00 PM) DAVID L SOHAGI	(6:00 AM - 2:00 PM) DAVID L SOHAGI	(6:00 AM - 2:00 PM) DAVID L SOHAGI		(6:00 AM - 2:00 PM) DAVID L SOHAGI
(8:00 AM - 4:00 PM) JOSHUA J WERMAN	(8:00 AM - 4:00 PM) GARRICK E BUDROW	(8:00 AM - 4:00 PM) GARRICK E BUDROW	(8:00 AM - 4:00 PM) JOSHUA J WERMAN	(8:00 AM - 4:00 PM) JOSHUA J WERMAN	(8:00 AM - 4:00 PM) JOSHUA J WERMAN	(8:00 AM - 4:00 PM) JOSHUA J WERMAN		(8:00 AM - 4:00 PM) JOSHUA J WERMAN
(8:00 AM - 8:15 AM) MARI G CULLENY	(2:00 PM - 10:00 PM) ERNESTO ZAMORA	(10:00 AM - 10:00 PM) ERNESTO ZAMORA	(8:00 AM - 8:15 AM) MARI G CULLENY	(8:00 AM - 8:15 AM) MARI G CULLENY	(8:00 AM - 8:15 AM) MARI G CULLENY	(8:00 AM - 8:15 AM) MARI G CULLENY		(8:00 AM - 8:15 AM) MARI G CULLENY
(11:30 AM - 7:30 PM) JACQUELYN JONES	(4:00 PM - 12:00 AM) LAJOS J BARTUCZ	(4:00 PM - 12:00 AM) LAJOS J BARTUCZ	(11:30 AM - 7:30 PM) JACQUELYN JONES	(11:30 AM - 7:30 PM) JACQUELYN JONES	(11:30 AM - 7:30 PM) JACQUELYN JONES	(11:30 AM - 7:30 PM) JACQUELYN JONES		(11:30 AM - 7:30 PM) JACQUELYN JONES
(2:00 PM - 10:00 PM) ERNESTO ZAMORA	(10:00 PM - 12:00 AM) AUDREY L LICK	(10:00 PM - 12:00 AM) AUDREY L LICK	(2:00 PM - 10:00 PM) ERNESTO ZAMORA	(2:00 PM - 10:00 PM) MANUEL J ORTEGA	(2:00 PM - 10:00 PM) ERNESTO ZAMORA	(2:00 PM - 10:00 PM) ERNESTO ZAMORA		(2:00 PM - 10:00 PM) ERNESTO ZAMORA
(4:00 PM - 12:00 AM) PEARL E GEORGE			(4:00 PM - 12:00 AM) PEARL E GEORGE	(4:00 PM - 12:00 AM) PEARL E GEORGE	(4:00 PM - 12:00 AM) PEARL E GEORGE	(4:00 PM - 12:00 AM) PEARL E GEORGE		(4:00 PM - 12:00 AM) PEARL E GEORGE
(10:00 PM - 12:00 AM) AUDREY L LICK			(10:00 PM - 12:00 AM) AUDREY L LICK	(10:00 PM - 12:00 AM) NAIME NILI	(10:00 PM - 12:00 AM) NAIME NILI	(10:00 PM - 12:00 AM) NAIME NILI		(10:00 PM - 12:00 AM) NAIME NILI

Procedures: Real-time access to post orders for Security Officers, District Managers, and Client Management

****7.0 Security Officer Safety**

Think Safety

Securitas is concerned about the safety of its Security Officers and site supervisors. Our employees are our most important assets. Lost time on the job due to accidental injury is costly to everyone.

The ability to perform your duties safely is largely dependent on you. A little planning and thinking can help you avoid accidental injuries and create a safe work environment.

An important part of your job includes observing and reporting safety hazards. All reports should be written prior to concluding your shift.

Always report any noticeable hazard. Never assume someone else will report it.

Keep reporting the hazard until it is corrected and the area is safe or the client has directed you in writing to stop reporting the hazard.

Please complete a Vision Incident Report with all relevant information and images on the Vision Device, if available at this client site, detailing any hazardous condition observed.

Follow these steps when starting a new job or a new shift at an existing post.

- Inspect the area for safety hazards. Ask yourself the following questions:
 - Have any lights burned out in my workplace or patrol area?
 - Would an area be safer if it had better lighting?
 - Are there overhead obstacles that I need to be aware of and tell other personnel about?
 - Are there any wet spots on the floor caused by water, oil, etc. that might create a problem?
 - Are there any obstacles in my path that I need to watch for (e.g., debris piles, electrical cords, loose rugs or carpeting, unusual protrusions)?
 - Are there any obviously overloaded electrical circuits, bare wires, unattended electrical appliances (e.g., hot plates, coffee pots, etc.)?
 - Do any of the stairwells have broken or loose steps? Are the handrails mounted securely?
 - Did I encounter any holes or broken areas in parking lots or sidewalks?
 - Has inclement weather caused any hazards? Watch for water puddles, snow accumulation, and icy spots.
- If you drive a vehicle (car, bicycle, golf car, T3, etc.) as part of your duties, complete the Daily Vehicle Inspection Checklist and make sure you can answer the following questions affirmatively before driving a vehicle:
 - Do not operate an unsafe vehicle when conducting company business.

Vehicle Safety

Read

Joseph Smith III ✗

Robert Jones (Es. ✗

Oscar Panduro ✗

Roxann Koval ✗

Jay Elle ✓ 06/28/2018
01:41pm EDT

Robert Jones ✗

Robert Jones ✗

Ben Ray ✗

Chris Morales-Live ✗

Sandi Choura ✗

The smartphone screen shows the same safety instructions as the desktop view, including the 'Think Safety' and 'Vehicle Safety' sections, and a list of names with status indicators.



Procedures: Real-time access to incident tracking

Securitas Security Services, USA Inc



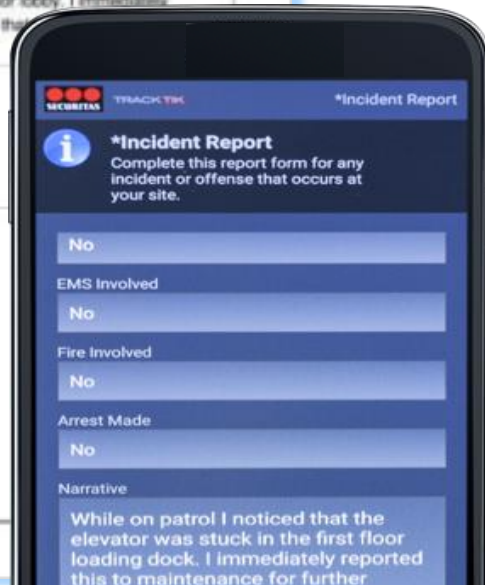
ABC Co East
9 Campus Dr.
Parsippany NJ
07054
United States




*Incident Report	
Report #	7950892
Report Date	09/23/2016
Report Time	06:37am EDT
Created By	Robert Jones #110000011
Position	Patrol Officer
Client	#333444

Information	
Incident Type	Elevator Malfunction
Other Incident Type:	
Date	09/23/2016
Time	06:36am UTC
Incident Location (area, apt number, et cetera)	Main Lobby
Which Supervisor was Notified	Sue Greener
Which Property Manager was Notified	Landon Charles
Police Involved	No
EMS Involved	No
Fire Involved	No
Arrest Made	No
Narrative	While on patrol I noticed that the elevator was stuck in the first floor lobby. I immediately reported this to maintenance for further investigation and verified that the elevator was stuck inside the elevator car.
Officer's Signature	

#7950892 *Incident Report Approved by Robert Jones



Procedures: Real-time access to tour information and more



Patrol Report
Confidential

ABC Co East

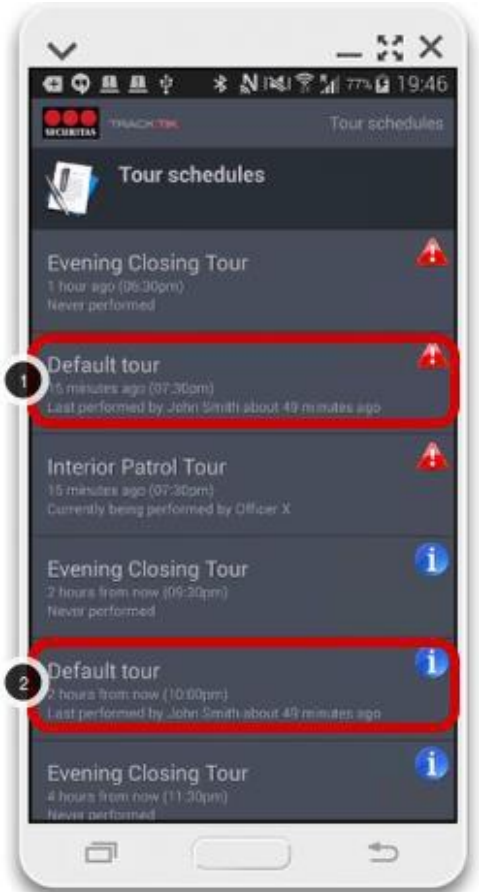
Interior Patrol Tour

Route: Interior Patrol Tour	Employee: John Smith	
Start: 12/29/2014 02:05pm	End: 12/29/2014 02:09pm	Duration: 4 Minutes



87.5%

Checkpoints	8
On Time	7
Missed	1

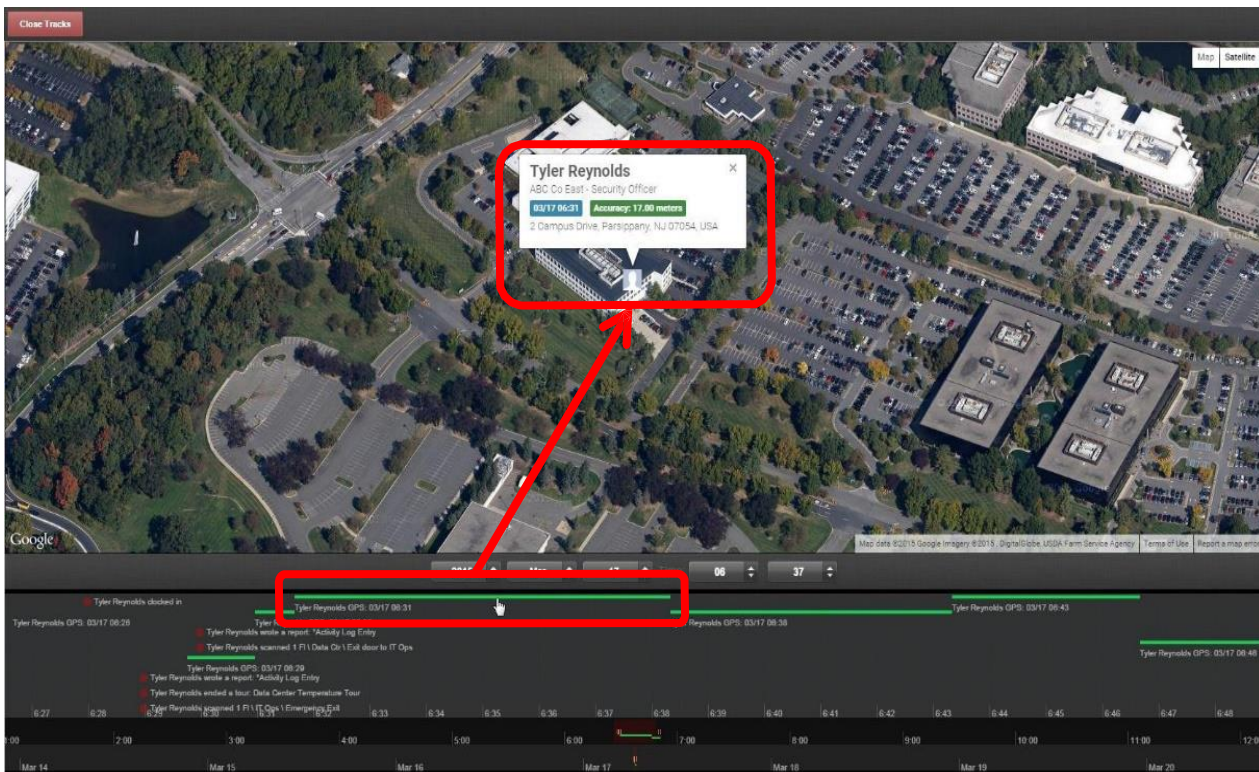
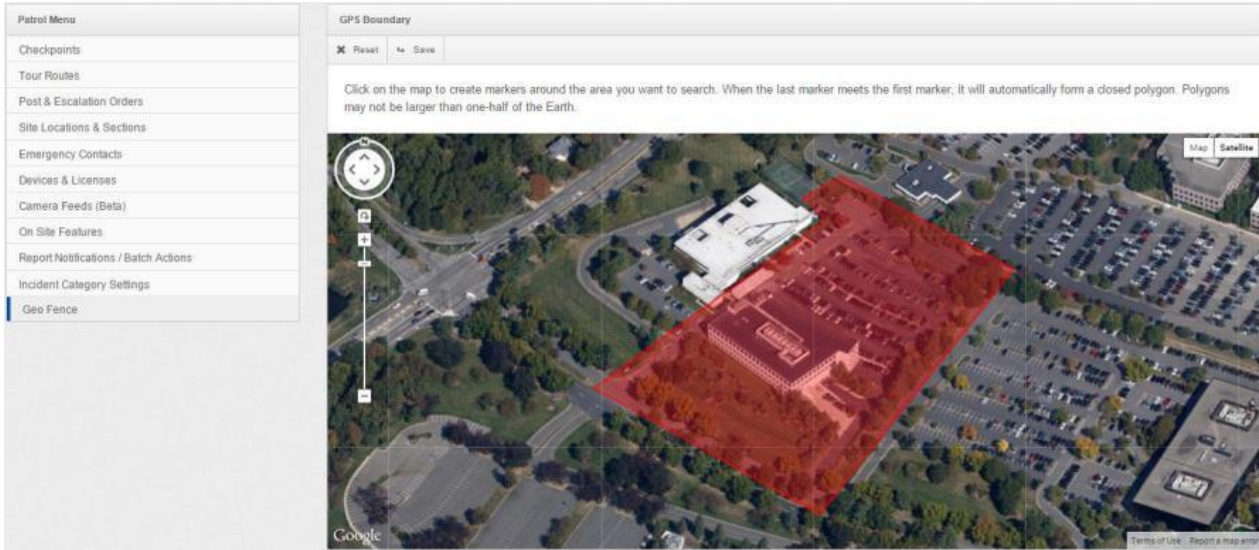


The screenshot shows the 'Tour schedules' screen in the SECURITAS mobile app. The status bar at the top shows the time as 19:46 and battery at 77%. The app header includes the SECURITAS logo and 'TRACK TOUR' text. The main content area lists several tour entries:

- Evening Closing Tour:** 1 hour ago (06:30pm), Never performed. (Warning icon)
- Default tour:** 15 minutes ago (07:30pm), Last performed by John Smith about 49 minutes ago. (Warning icon)
- Interior Patrol Tour:** 15 minutes ago (07:30pm), Currently being performed by Officer X. (Warning icon)
- Evening Closing Tour:** 2 hours from now (09:30pm), Never performed. (Info icon)
- Default tour:** 2 hours from now (10:00pm), Last performed by John Smith about 49 minutes ago. (Info icon)
- Evening Closing Tour:** 4 hours from now (11:30pm), Never performed. (Info icon)

Red boxes highlight the two 'Default tour' entries, which are also marked with circled numbers 1 and 2. The app interface includes standard Android navigation icons at the bottom.

Geofencing and GPS Tracking





Tools: Remote access to the technology utilized at your site.

The screenshot displays the Securitas software interface for 'ABC Co East'. The top navigation bar includes 'Live Dashboard', 'Completed Tours', 'Report Analytics', 'Settings', and 'Site Employees'. A sidebar on the left contains navigation options such as 'On-Site', 'My Profile', and 'Schedule & Work'. The main content area shows a 'New Camera Feed' section with a search filter and two camera feeds: 'Street View' and 'Front Courtyard'. A red arrow points to the 'Camera Feeds (Beta)' option in the sidebar.

Training: Monitor officer training details and progress.

The screenshot shows the LMS (Learning Management System) interface. The top section is 'LMS User Progress', which includes a table of users and their training status. Below this is the 'LMS Site Curriculum' section, which details the curriculum for the site, including 'ACT 1, 2, and 3 OLTs with 30/60/90 requirements' and 'SecuritasVision Training for Officers, due 30/30'. The curriculum is broken down into 'Courses in Curriculum', with details for 'SecuritasVision for Officers: Getting Started (v. 2 Tablet)' and 'SecuritasVision Online Introduction for Tablets'.

Users	Status
AUDREY LICK	On Track
DAVID SOHAGI	On Track
ERNESTO ZAMORA	On Track
GARRICK BUDROW	On Track
JACQUELYN JONES	On Track
JOSHUA WERMAN	On Track
LAJOS BARTUCZ	On Track
MARI CULLENY	On Track
MIRELA TODOROVA	On Track
NAIME NILI	On Track
PEARL GEORGE	On Track
RANDY WILSON	On Track

Curriculum	% On Track	Status
ACT 1, 2, and 3 with 30/60/90 requirements	66.7%	On Track
SecuritasVision Training for Officers, due 30/30	100%	On Track

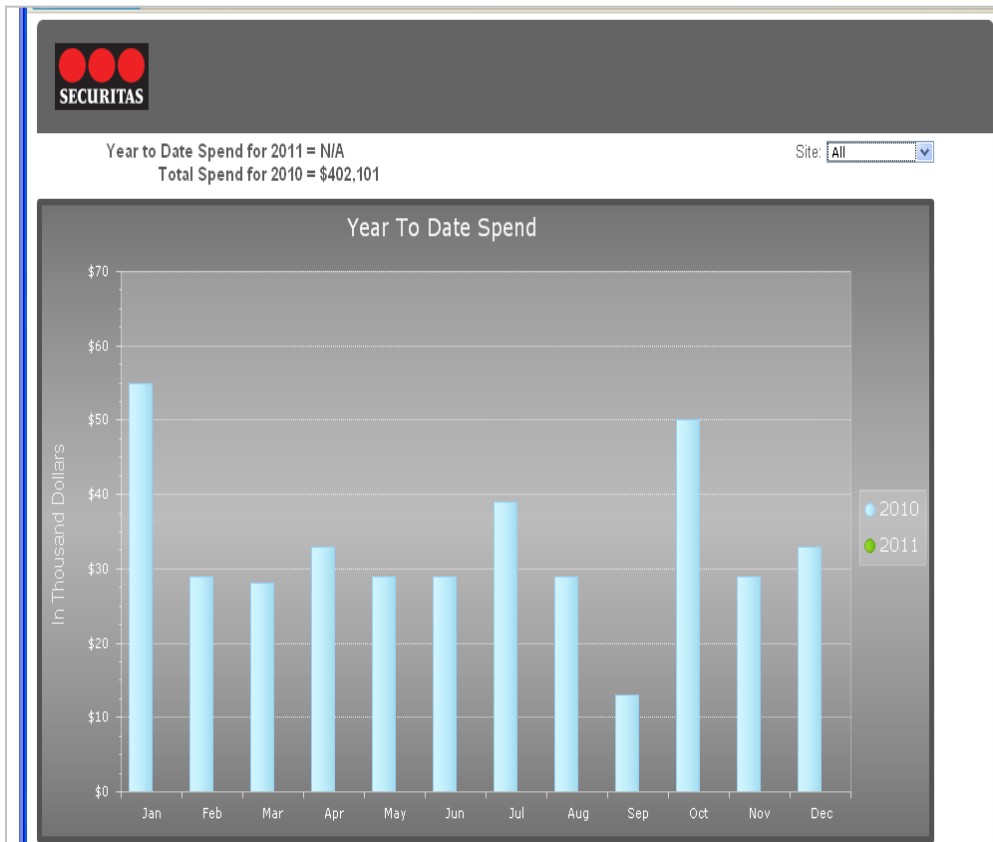
Course	Description	Credit Hours	Completion Time Frame	Delivery Method	Retraining Requirement
SecuritasVision for Officers: Getting Started (v. 2 Tablet)	This course provides officers with the fundamentals of using SecuritasVision on a Tablet PC. It addresses all critical functions, prepares officers for specific on-the-job instruction, and uses the user manual as a guide. This required course is a recorded, self-paced version of the Webinar, which may be substituted for it. May also be used either as a refresher.	2.0	30 Days - Event Required	Online Training	N/A
SecuritasVision Online Introduction for Tablets	This course provides an introduction to SecuritasVision and the Tough Book Tablet— their fundamental features and uses. It is required for officers and managers before installation of SecuritasVision.	0.5	30 Days - Event Required	Online Training	N/A

Feedback: Monitor ongoing performance against Service Plan goals and defined KPIs.



Client Service Plan - ABC Company

Service Goals	Actions and Measurements	KPI	Date
Contribute to a safe workplace	Officers will be trained on the appropriate handling of safety violations. Officers will receive quarterly safety hazard training. Officers will take action to attempt to abate safety hazards. Securitas will track safety related incidents and advise on possible corrective action.	Fewer than 2 safety related incidents per quarter.	Aug-08-2013
Maintain a stable workforce	Provide appropriate training, apply and monitor incentive program, inform officers of Securitas enrichment opportunities, provide appropriate supervision and feedback.	Maintain minimum of 70% retention of workforce each quarter.	Aug-08-2013
Compliance to Post Orders	Security officers will be trained on Post Orders. Random monthly inspections using a variety of methods will be conducted by supervisor force.	Greater than 80% on each test is considered passing.	Aug-08-2013
Professional appearance of security force	A random monthly uniform inspection will be conducted by supervisor force. Officers will receive correctly fitted uniforms. Officers will receive instruction in appropriate wear and care of uniform.	Greater than 90% on inspection is considered passing.	Aug-08-2013
Adherence to budget	Branch manager will review time sheets and validate that correct number are billed. Client must provide approval for any hours over the contracted amount. Approved hours do not count against KPI number.	Annual client spend should be between 3-7% of budgeted amount.	Aug-08-2013





SecuritasConnect helps to enhance both security officer performance and your daily operations, and can help improve your security program as follows:

Organization

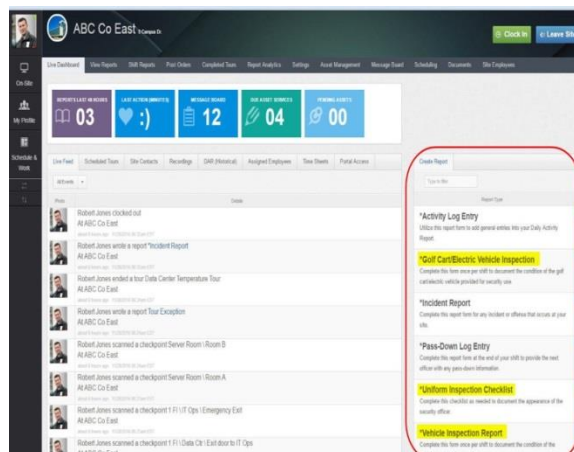
Organize and centralize post orders, schedules, time logs, all types of incident reports, tours with near field communication (NFC) technology, and more. Because all reports are paperless, SecuritasConnect allows you to quickly retrieve information to help you make effective decisions.

Efficiency

Reduce your administrative tasks by eliminating manual procedures. SecuritasConnect provides real-time online accessibility to schedules and reports, as well as providing alert notification via text and email.

Accountability and Performance

Increase officer performance and sense of accountability. The constant monitoring has a direct positive impact on liability and motivation, translating into an increase in professionalism and efficiency.



Key Benefits of SecuritasConnect

- Easily customizable and scalable features designed to facilitate your management and improve your operational efficiency.
- Real-time data collection, analysis, trends and metrics capabilities allow for continuous performance improvement.
- An eco-friendly solution that eliminates the need for paper.
- Customized smart-tours with reliable NFC token technology.
- Detailed reports and statistics to help mitigate risk through incident and trend analysis, and identification of incident patterns and potential vulnerabilities.
- Alert notifications when tours are late and smart monitoring around the clock.
- Officer training details: monitor officers' progress through the curriculum, including training program status, courses in progress, and courses completed.
- Information is encrypted and secure.

SecuritasConnect will provide your organization with cutting-edge technology, dynamic and immediate reporting, and industry leading 24/7 support to further enhance your existing security program.

Now with SecuritasVision

SecuritasVision is a secure and scalable web- based application that helps us bring innovation, accountability and efficiency to your facility. It can be deployed at a single property or across your entire organization.

// Combines incident management, tour verification, task scheduling, asset tracking and incident alert notification into one easy-to-use application.

Incident reports, daily activity reports and maintenance order requests can be immediately directed to appropriate departments. Pass-down information, changes to post orders and daily duties can be tracked easily to document security.

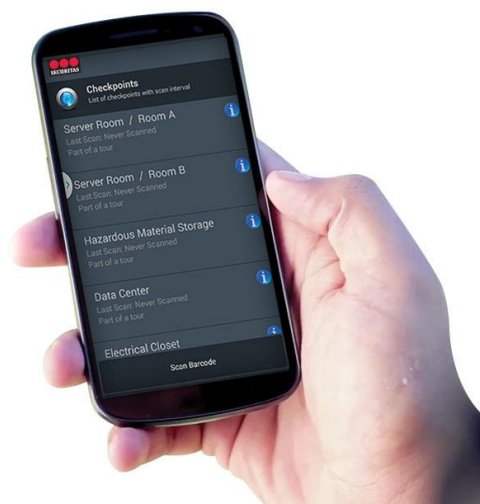
Additionally, a security officer can easily take images to include with the Incident Report. With the smartphone, the officer can quickly make emergency phone calls to contact the police or fire department for emergency assistance.

SecuritasVision saves time and confirms compliance of your security operations, policies and best practices, as well as improving communication and information sharing.

Smart Tours

This allows officers to gather information about your facility and record relevant information on items important to you, such as room temperature, unlocked doors, and slip and fall hazards. Officers have instant access to their post orders. In the event they discover an unexpected issue, our officers are able to provide you with any requested data at multiple points across your facility, e.g., burned out light, required doors secured, etc.

The smartphone connects via wireless service to send text messages or email to all interested parties when an event is recorded. This means instant communication is provided to supervisors, managers, maintenance or others who need to be informed about a particular event. If more detail is needed, a full report can be viewed on SecuritasConnect.





GPS and AssetTracking

GPS tracking for officer location, device tracking, GEO-fencing and incident location reporting verifies officer location and tour completion. Using the Asset Tracking feature within the Vision system, your assets such as fire extinguishers are easily tracked and safety compliance is made easier.

Post Orders

Paper post orders are often difficult to update and manage. A dynamic security environment requires procedure updates and changes that are clear and immediate. By deploying SecuritasVision, updates to post orders are fast and easy. Most importantly, the post orders are readily available on the tablet.

Daily Activity Reports

Often times Daily or Shift Activity Reports go unnoticed. Since officers can document their daily and shift activities electronically, scheduled task/tour completion and incident reports are automatically entered as a line item when there is an active DAR. By using SecuritasVision, we can automatically gather important information from the DAR/SAR.

Key Benefits of SecuritasVision

- Incident and exception alerts via mobile text messages and/or email.
- A metric building engine that allows you and your District Manager to analyze trends and develop proactive procedures based on real data.
- Electronic incident and daily activity reporting in real-time.
- Customized smart-tours.
- Multi-site deployment.
- Consistent performance of security officers using uniform procedures.
- An efficient, user-friendly interface.
- Step-by-step guidance resulting in fewer mistakes, therefore reducing liability.
- GPS – officer location, device tracking, geo-fencing and incident location reporting.
- Encrypted and secure information.
- 24/7 client access to reports, images, Key Performance Indicators (KPIs) and critical information via SecuritasConnect.
- Asset Tracking – for inventory and safety compliance.

SecuritasVision will provide your organization with cutting-edge technology and industry leading 24/7 support to enhance your existing security program. With its dynamic and immediate reporting, you can always stay up to date with the security of your operations.



Daily Activity Reports

Print (PDF)

Daily Activity Report

Employee: John Smith
 Account: ABC Co East
 Started on: 12/29/2014 11:53am



Activities								
Time	Action	Details						
11:54am	Checkpoint Scan	1 Fl / Hallway / Electrical Closet						
11:55am	Checkpoint Scan	1 Fl / Data Ctr / Exit door to IT Ops						
11:56am	*Activity Log Entry #15836	<p>Comments UPS delivered 5 packages for Robert Black.</p> <p>Officer Signature </p>						
12:01pm	*Incident Report #15837	<table border="0"> <tr> <td>Incident Type Access Request</td> <td>Date 2014-12-29</td> <td>Time 11:57</td> </tr> <tr> <td>Incident Location (area, apt number, et cetera) Main Lobby</td> <td colspan="2">Which Supervisor was Notified Tim Brown</td> </tr> </table> <p>Narrative Sam White lost his access card. He requested temporary access to the facility. A call was placed to his supervisor, Lisa Silverman to validate his continued employment.</p> <p>Officer's Signature </p>	Incident Type Access Request	Date 2014-12-29	Time 11:57	Incident Location (area, apt number, et cetera) Main Lobby	Which Supervisor was Notified Tim Brown	
Incident Type Access Request	Date 2014-12-29	Time 11:57						
Incident Location (area, apt number, et cetera) Main Lobby	Which Supervisor was Notified Tim Brown							
12:01pm	Checkpoint Scan	1 Fl / Breakroom / Closet Door Frame						
12:01pm	Tour Exception #15838	<table border="0"> <tr> <td>Checkpoint 1 Fl / Breakroom / Closet Door Frame</td> <td>Exception Question What is the temperature of the freezer?</td> <td>Exception Answer 32</td> </tr> </table>	Checkpoint 1 Fl / Breakroom / Closet Door Frame	Exception Question What is the temperature of the freezer?	Exception Answer 32			
Checkpoint 1 Fl / Breakroom / Closet Door Frame	Exception Question What is the temperature of the freezer?	Exception Answer 32						

SECURITAS TRACK TIK *Activity Log Entry

12:06 PM

***Activity Log Entry**
Complete this form hourly

Comments


UPS delivered 5 packages for Robert Black.

Picture 1

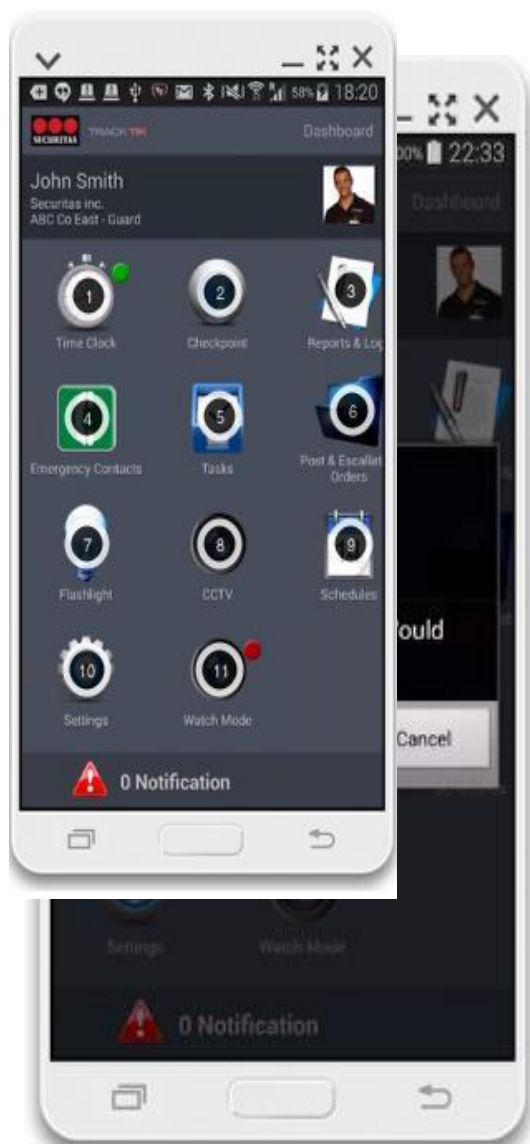
Picture 2

Picture 3

Picture 4



Using the Mobile Application



1. **Time Clock:** Security Officers Clock in and out of their shifts.
2. **Checkpoint:** Begin a new tour or resume a current tour.
3. **Reports & Logs:** Access the list of report forms available at a site. Security Officers may review open reports or create new reports.
4. **Emergency Contacts:** Quickly access the list of emergency contacts for the site Security Officers are currently signed into.
5. **Tasks:** Access the list of tasks that have been assigned. Update tasks to show progress as Security Officers work through assigned tasks.
6. **Post & Escalation Orders:** View the post orders for the site currently signed into.
7. **Flashlight:** Enable the device's camera flash to be used as a flashlight
8. **CCTV:** Access CCTV camera feeds for the site (when approved and configured).
9. **Schedules:** View scheduled shifts at the site.
10. **Settings:** Basic settings options such as, changing password or PIN, reloading settings, or running diagnostics.
11. **Watch Mode:** Recommended for interventions, Watch Mode allows you to capture video and audio of any situation
12. The Message Board icon includes a New Message counter notification. The counter shows the number of messages that an officer has not acknowledged.

Security Officer Safety

The **Panic Button** can be activated from the mobile device to signal that an officer is in need of immediate assistance. The Panic Notifications can be triggered either by manually pressing the Panic Button icon, or by rapidly shaking the device.



Solitary workers can confirm their presence and well-being using the mobile application.

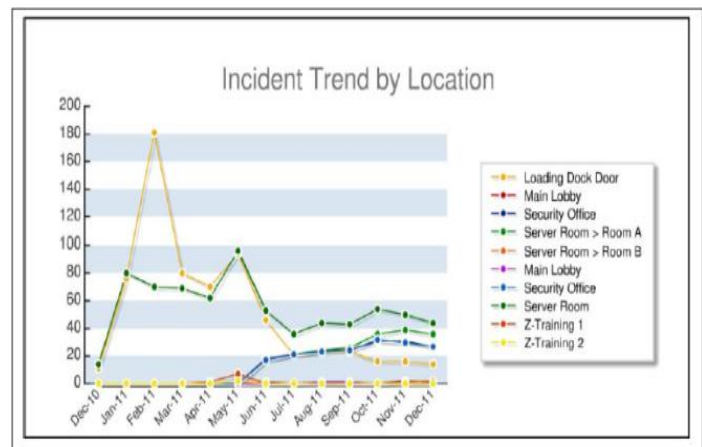
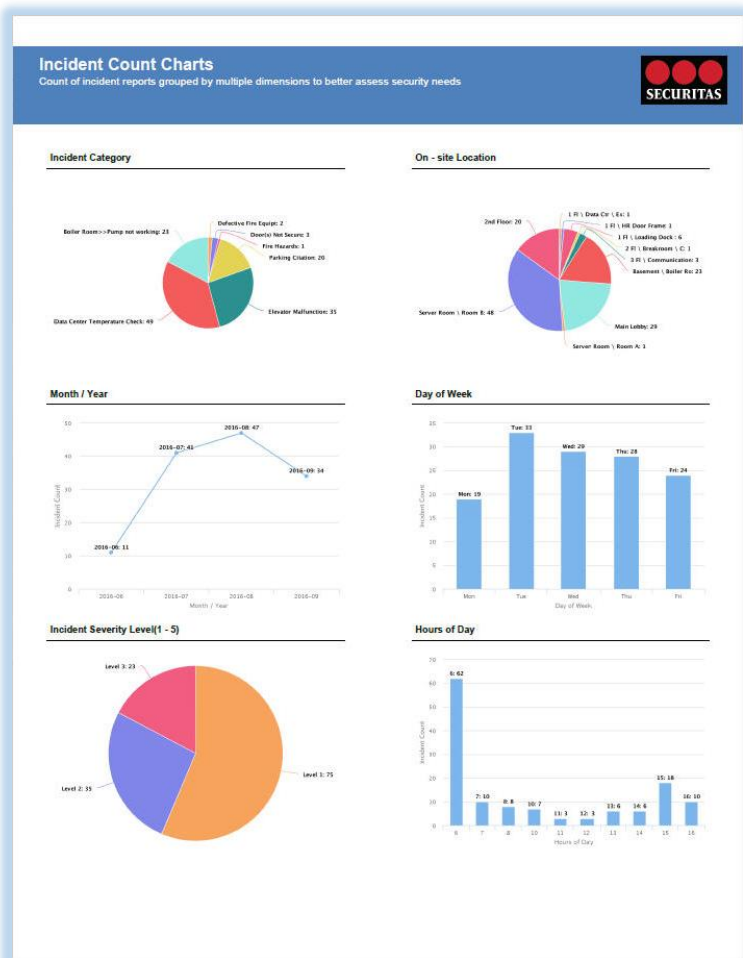




Client & Branch Management Incident Analytics

As part of our on-going commitment to continuous improvement, we are pleased to announce that we can provide Incident Analytics for clients who currently have SecuritasVision 2.0 deployed. SecuritasVision 2.0 allows documentation and retrieval of key information to assess the impact of incidents that occurred. Through clear and continuous tracking of incidents, it helps our clients in the following areas:

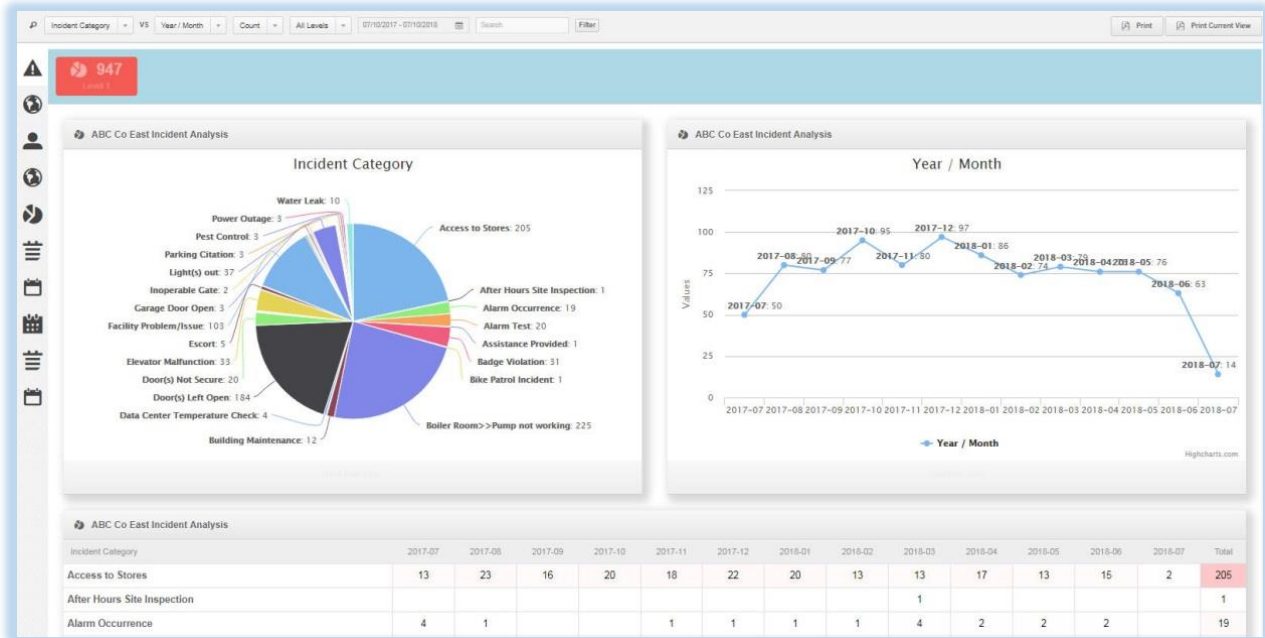
- **Performance improvement**—SSE/ SecuritasVision supports real-time data collection, analysis, trends, and metrics capabilities.
- **Risk mitigation**—Detailed reports and statistics are available to help mitigate risk through incident and trend analysis, and identify incident patterns and potential vulnerabilities.
- **Anticipation of future events**—SecuritasVision provides the ability to potentially limit future occurrences through data driven decisions while empowering clients to run an effective security program.



Location Statistical Report

Report Description
Company: SecuritasVision
By Date Range: entered after: 2010-12-27
00:00:00.000000-0500

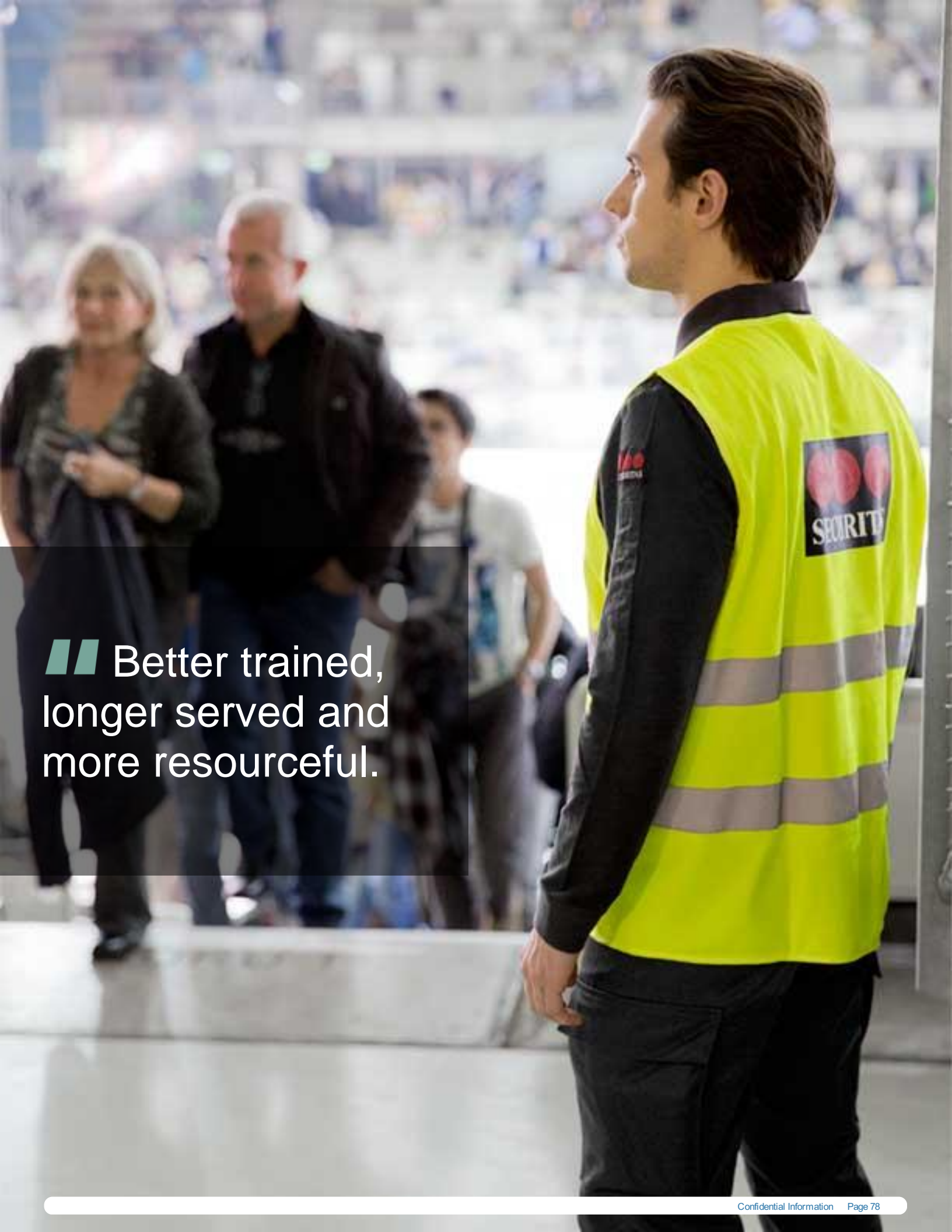
Graph	Site	Location	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	12-Month Total	% of Total	Mean	Median	Std Dev															
	ABC Co	Loading Dock East	11A	70A	101A	00V	70V	34A	40V	21V	33A	21V	16V	16V	14V	671	54.32%	55.92	23	45.53															
	ABC Co	Main Lobby East							1A	1V			2A	1V	2	0.26%	0.42		0.54																
	ABC Co	Security Office East							10A	21A	24A	21V	21A	21V	27V	174	9.00%	14.67	21	9.71															
	ABC Co	Server Room > Room A East							17A	21A	24A	24A	24A	24A	30V	194	10.18%	16.38	19	10.88															
	ABC Co	Server Room > Room B East											3A	2A	2	0.15%	0.25		0.55																
	ABC Co	Main Lobby West									1A	1V				2	0.16%	0.17		0.19															
	ABC Co	Security Office West							17A	21A	24A	24A	22A	20V	27V	174	9.00%	14.90	22	9.72															
	ABC Co	Server Room West	34A	00A	70V	09V	02V	96A	53V	30V	44A	47V	54A	30V	44V	715	56.57%	55.50	53	21.42															
	ABC Co	Z-Training 1 West						1A	2A							3	0.41%	0.67		1.53															
	ABC Co	Z-Training 2 West						2A								2	0.16%	0.17		0.58															
Compare																Monthly Total Incidents	25	15%	251	14%	123	19%	352	13%	140	14%	141	36%	169	15%	151	1989	100.00%	151	93.0%
																% of Total	1.28%	7.96%	12.88%	7.62%	6.80%	10.10%	7.77%	6.14%	7.16%	7.21%	8.64%	9.64%	7.72%	100.00%	%				



2020 TOYOTA RAV4 LE AWD – SUV



Powertrain • 2.5-Liter Dynamic Force 4-cylinder engine • Direct Shift 8-speed automatic Transmission • 203 hp @ 6600 rpm, 184 lb.-ft. @ 5000 rpm • Available All-Wheel Drive (AWD) with Multi-terrain Select Exterior Features • 17-in. steel wheels with silver 6-spoke wheel covers and 225/65R17 tires • LED Daytime Running Lights (DRL) • Multi-LED headlights with Automatic High Beams (AHB)² • LED taillights and stop lights • Power outside mirrors with folding feature • Black hexagon-patterned front grille • Low-profile black-painted roof rails • Aerodynamic underbody panels with vortex generators, front and rear wheel spats, and integrated rear spoiler • Privacy glass on all rear-side, quarter and liftgate windows • Dual chrome exhaust tips Interior Features • Climate control system • Integrated backup camera⁸ with projected path • Analog speedometer, tachometer, coolant temperature and fuel gauges; 4.2-in. digital Multi-Information Display (MID) with customizable settings, odometer, tripmeters, clock and outside temperature; rear-passenger seatbelt indicators, fuel economy information, trip timer and scheduled maintenance indicators • Fabric-trimmed front bucket seats; 6-way adjustable driver's seat; 4-way adjustable front passenger seat with seatback pocket • 60/40 split reclining fold-flat rear seat with center armrest and cup holders • Urethane tilt/telescopic 3-spoke steering wheel with audio, Multi-Information Display (MID), Bluetooth[®]¹² hands-free phone, and voice-command and trip controls • Remote keyless entry system with lock, unlock and panic functions, and remote illuminated entry • 7-in. touch-screen with Entune™ 3.0²³ Audio • One USB media port²¹ (in front storage tray) Safety/Convenience — Standard on all RAV4 models • Toyota Safety Sense™ 2.0 (TSS 2.0)⁴⁵ includes: – Pre-Collision System⁴⁶ with Pedestrian Detection⁴⁷ (PCS w/PD) – Lane Departure Alert with Steering Assist (LDA w/SA)⁴⁸ – Automatic High Beams (AHB)² – Full-Speed Range Dynamic Radar Cruise Control (DRCC)⁴⁹ – Road Sign Assist (RSA)⁵⁰ – Lane Tracing Assist (LTA)¹⁵



/// Better trained,
longer served and
more resourceful.

Training

Securitas Center for Professional Development

/// We invest in what matters most-our people.



Jose Castejon
COO
Securitas North America

Our commitment to provide our clients with properly trained security officers was the driving force behind the creation of the Securitas Center for Professional Development (SCPD). This professional training management organization brings together dedicated trainers, cutting-edge courses, strategic business partnerships, and security industry experts to deliver world-class programs, products and services. The value of SCPD to Santa Fe Solid Waste Management Agency will be evidenced by a professional training capability that presents innovative and state-of-the-art training programs to our security personnel assigned to protect our clients' employees, visitors and critical assets.

Securitas has made a substantial investment in SCPD and the related local and region training and development functions. An important service provided by Securitas is a dedicated training officer or selected supervisors to provide training at each Santa Fe Solid Waste Management Agency location. Santa Fe Solid Waste Management Agency trainers are supported by training staff and SCPD to help ensure the proper dissemination of new training programs, materials and methods, and to keep trainers current regarding available resources.

Each of Securitas' five regions is staffed with region, area and/or local trainers, whose role is to:

- Manage efforts in training, organizational improvement and performance enhancement.
- Conduct training in a variety of settings and develop curricula that combine multiple existing and acquired resources.
- Analyze performance of individuals, programs and organizational units; develop performance and competency models.
- Develop partnerships with clients by learning the clients' business and collaborating to identify learning opportunities that will enhance the delivery of security services.

Key competencies possessed by members of the training and development group are:

- Understanding of client business processes and success factors.
- The ability to conduct job task analyses in complex environments and develop corresponding curricula and performance and/or knowledge-based training modules based on varying needs.
- Planning, organizing and leadership skills; particularly as they relate to the development of annual training plans for a branch office or a specific client.
- Presentation and group facilitation skills.

Area trainers are individuals who deliver training programs as requested by clients or required by Securitas. Our flat organization keeps training specialists close to the field to meet client-specific needs. With years of experience, many of these professionals hold security industry certifications as well as training credentials. This team is also responsible for updating the officers' training records and awarding corresponding recognition such as certificates and pins. These local professionals are responsible for delivering the local training curricula.

This team of trainers is supported by SCPD. In addition to being the primary driver of company-wide performance improvement initiatives, these professionals are dedicated to the development of field-requested curricula. Our training managers and curricula developers have backgrounds in training, education, instructional design, computer programming, graphic design, cognitive psychology and communications, as well as security, law enforcement and military experience. They are guided by principles of human performance improvement and adult learning theory, and maintain membership in the Association for Talent Development (ATD) and ASIS International.

Through custom development and strategic partnership with industry content developers, SCPD provides curricula and lesson plans in multiple formats to meet the specific needs of our clients. Delivery platforms include online and instructor-led classroom courses with presentations, workbooks, and lecture notes, as well as video programs and self-study courses. We have built the leading e-learning program in the



security industry. Proprietary interactive courses are available at anytime and anywhere there's a computer. Our LMS, the Securitas Online Academy, was designed in partnership with the same organization that provides services to government and global corporations and supports online training, testing, tracking and reporting.

Securitas will bring Santa Fe Solid Waste Management Agency the security industry's most innovative and professional capability with qualified local training professionals supported by world-class resources to implement the appropriate training at your facilities.



Security Officer Training and Certification

Professional Security Officer Training Development Path

Securitas provides each security officer with a clear training path. Our approach is based on three key elements:

- Certain principles and techniques, such as those dealing with observation, safety, reporting, interpersonal relations and Securitas policies, are consistent regardless of an officer's assignment.
- Clients have unique situations that may require additional specialized training; therefore, we provide both general and client-specific training.
- We meet the need for meaningful ongoing professional development to keep skills sharp through a number of innovative programs.

The initial training requirements of Santa Fe Solid Waste Management Agency will be completed within a mutually agreeable timeframe for all officers prior to permanent placement at Santa Fe Solid Waste Management Agency sites. Retained incumbent officers, as applicable, will also receive Securitas-specific elements of this training in manageable groups after transition so as not to interfere with security operations.

We maintain training certifications that list all completed training modules in each officer's file. Upon completion of a training module, the instructor administering the training certifies that this training was satisfactorily completed. For courses delivered through the Securitas Online Academy, testing and record-keeping is instant and automatic.

Level One Training		
Level One focuses on basic security officer skills and exceeds many state-mandated minimum requirements for entry-level security officers. Candidates must successfully complete this screening process as a condition of being hired. The following general subjects are covered:		
Hazard Communications	State Licensing	Security Officer Handbook
Bloodborne Pathogens	Harassment Awareness	Acts of Terrorism



Level Two Training	
<p>Level Two focuses on career development and includes site-specific training as well as Securitas' premier Advanced Certification Training (ACT) Program and specialized industry-specific programs. A site-specific training program focusing directly on your requirements will be developed for Santa Fe Solid Waste Management Agency upon our selection as your security partner. On-the-job training, conducted mostly on-site, is designed to instruct the officer on the specific requirements of the job. Specific training such as First Aid/CPR, AED, Fire Guard and Securitas' Safe Driving Program (for those required to operate a vehicle as part of the job) will also be conducted at this time. Additional Level Two training programs include:</p>	
Site Orientation	AED/CPR/First Aid
Post Orders	Vertical Market Certification
Safe Driving Program	Metal Detectors/Wanding
Advanced Certification Training (ACT) 1	Firearms Instruction (if applicable)
Advanced Certification Training (ACT) 2	Work Stoppage Security
Advanced Certification Training (ACT) 3	In-Service Training
Customer Service	

Level Three Training	
<p>Level Three offers rigorous, specialized training for officers who seek professional development beyond Level Two. Working with their managers to select appropriate courses, officers may choose advanced study in topics such as homeland security, workplace violence, risk assessment, emergency management and more. Additional Level Three training programs include:</p>	
Workplace Violence	Professional Ethics
Loss Prevention	Harassment and Discrimination
Security Surveys and Risk Assessments	Teamwork and Leadership
Advanced Customer Service	Hazmat Awareness Level
Homeland Security Issues	Advanced Guarding Technology
Emergency Response	



E-Learning and the Securitas Online Academy

Securitas meets training needs with advanced technology and sophisticated courseware design. The Securitas Online Academy leverages our industry-leading proprietary online security training courseware with a comprehensive, state-of-the-art Learning Management System (LMS) to create the finest e-learning program in the security profession.

E-courses offer security topics that deliver the highest-quality online learning experience and feature highly interactive simulations, engaging and informative graphics, self-paced learning, instant feedback, coaching, and real-time performance assessment. Our full-time professional e-learning developers apply principles of human performance improvement and adult learning theory to create our industry-leading courseware. This equates to improved performance and consistent training across the organization.

Our LMS facilitates course assignments, tracking and monitoring student progress, standard and custom training reports, testing and scoring, and career development, as well as course feedback that allow us to continually improve course material to make it even more effective.

Our partnership with SuccessFactors™ offers unmatched value and experience in online learning. Plateau provides LMS technology for many of the largest government and corporate entities, including the U.S. Air Force, NASA, GE and Yahoo.

Securitas' e-learning program delivers training when and where it's needed, with 24/7 learning access to both custom and off-the-shelf courseware, and standardized training across the organization. It is the perfect solution for just-in-time training for compliance issues, industry standards, homeland security, and more. All of this results in lower training costs, more training opportunities, and a dedicated workforce of security professionals.

The Securitas Online Academy benefits clients with consistent training and performance across locations and dedicated officers with career paths in security. This effective and efficient training is available when and where you need it.

Securitas' commitment to excellence in training and development provides you with the knowledge and assurance that you have the best-trained and most highly motivated security team working for you.



Advanced Certification Training (ACT)

Securitas has developed a three-part course of study known as our Advanced Certification Training Program (ACT 1, 2 and 3), which is designed to provide advanced training for each security officer. We will make this course available to all security officers at Santa Fe Solid Waste Management Agency. We encourage our security officers to participate as an opportunity to further their security knowledge and to prepare them for advancement, both at Santa Fe Solid Waste Management Agency and within Securitas.

Each ACT study course provides details of the security profession. Using the latest technology and solid learning theory, ACT e-learning courses can be delivered anytime and anywhere a computer is available. It allows officers to progress at their own pace to learn the materials while receiving immediate feedback on their understanding and application of the lessons. The state-of-the-art ACT e-learning programs are fully interactive, and based on the “tell, show, do” approach to learning that lets officers apply the principles they are learning in computer-simulated situations. Lessons are reinforced with online quizzes that give instant feedback. The final exam is administered by the officer’s supervisor or manager, thus giving an opportunity to close the training loop with direct interaction with team leaders.

Upon receiving a satisfactory passing grade on the ACT 1 exam, the security officer is awarded a certificate. Upon passing ACT 2, a certificate and engraved “ACT Certified” nameplate is awarded. Successful completion of ACT 3 earns the officer a certificate and uniform pin with the designation of “Professional Security Officer.”

Our ACT Program includes the following materials:		
ACT 1	ACT 2	ACT 3
The professional security officer	Report writing	Workplace violence
About Securitas	Fire safety	Traffic and parking
Professional image and teamwork	Access control	Crowd control
Customer service	Telephone & radio communications	Bomb threats
Post orders	Patrol techniques	Substance abuse
Limits to authority	Perimeter control	Harassment and discrimination
Protection & observation	Vehicle access control	Fire safety
		Emergency response

Ongoing Professional Development

Ongoing professional development is a key element in maintaining security officer knowledge, skills and professional dedication.

Ongoing development plans designed to meet the specific requirements of Santa Fe Solid Waste Management Agency may include drills, exercises, audits and refresher training. In addition, Securitas provides continuing training and development opportunities through dynamic, proactive communication programs such as our monthly *Security Spotlight* and our flagship *Excellence in ServiceSM* program.

Security Spotlight

Distributed on a monthly basis, *Security Spotlight* examines issues and procedures surrounding current security concerns. Written for security staff as well as clients and their employees, *Security Spotlight* proactively examines security issues relative to current events and risks, such as terrorism awareness and response, seasonal safety and security, and more. Past issues have focused on issues such as bio-chemical terrorism hazards, counterterrorism awareness, bombs and bomb threats, hazardous weather, identity theft, and travel security. *Security Spotlight* topics can also be produced in response to client requirements.

Excellence in ServiceSM

In order to provide our clients with the finest security services available, we have developed an extensive program designed to train, motivate and empower every security officer. Our quarterly *Excellence in ServiceSM* magazine anchors the program with valuable information about officers' experiences and accomplishments, and concrete training topics that supervisors and officers discuss on a regular basis. Securitas officers and events are featured to highlight the training and/or client service topic being emphasized. To help reinforce knowledge and proper procedures, officers who correctly answer questions about the quarterly topics are eligible to participate in monthly, quarterly and annual drawings for cash and prizes. Each year, our security officer who wins the national drawing receives a check for \$2,500 at a special ceremony.



Annual Refresher Training

Securitas recognizes that a core base of security officer knowledge and critical skills is established as the foundation for success through basic, on-the-job and advanced training. Further, we recognize that certain critical skills require periodic re-certification to help ensure our security officers maintain consistently high levels of proficiency.

We are committed to working closely with Santa Fe Solid Waste Management Agency to determine specific critical skills and knowledge that should be periodically reinforced and retested through annual training. Through the professional judgment of both of our organizations, we will determine those critical skills and tasks our personnel must be able to perform.

This will, in turn, suggest the subject matter appropriate to reinforce, such as first aid, CPR, legal restrictions, and responsibility and authority of security officers. Of course, emergency procedures and plans, as well as any new or changing information, laws, client relations, corporate policies and case law applicable to the performance or duties of our security officers are also appropriate and should be included.

The value to Santa Fe Solid Waste Management Agency is that each officer will possess the necessary tools to provide excellent service at your facilities immediately upon assignment and as part of an on-going program.

Additional Value-Added Training Solutions

/// Our training capabilities extend well beyond basic and on-the-job training.

In addition to our ACT and e-learning programs, Securitas has a wealth of training resources, from industry-specific specialized programs to our Professional Development Series – almost fifty courses designed to enhance general business skills. Hundreds of courses, videos and resource materials addressing terrorism awareness and homeland security are available from Securitas and America's front-line agencies, including guidelines and courses from ASIS International, FEMA, American Red Cross, Department of Homeland Security, FBI, Department of Justice and CiNet (Critical Information Network, formerly PSTN). We have access to additional innovative training materials to further enhance the skills and knowledge of our security officers, supervisors and managers. We can work closely with you to implement these additional, exciting, high-quality training resources at each Santa Fe Solid Waste Management Agency site.

Security Training Succession Plans

Securitas can implement a training succession plan for our security officers and supervisors. Successful completion of each proprietary training course will make our officers eligible for an optional promotion and put the officer on track for the next phase of training.

We believe knowledge must also be linked to successful application of that knowledge and job performance. Consequently, as openings or promotion opportunities occur, officers on the training succession path will be eligible for consideration based on their level of completed training in conjunction with their performance evaluations.

The benefits of such a program include the following:

- Qualified individuals are identified as they proceed along the training succession path and their skills are identified.
- Participating in training provides the officer with a sense of value to Securitas and Santa Fe Solid Waste Management Agency. This sense of value provides non-monetary reinforcement and contributes to good morale.
- Good morale through the investment of training leads to increased retention.

// Helpful, kind
and happy
is an extension
of who I really am.



Feedback

Service Excellence

To assure consistency in the level of delivered service, Securitas builds the service requirements of Santa Fe Solid Waste Management Agency into its local Client Service Plan and uses performance management and measurement tools to ensure quality control within our service offering.

Quality service delivery is driven primarily at the local office level-close to our clients, but is additionally measured at the national level, ensuring promised delivery. As a service company, we know that quality must be built into our service offering. This means that everything we do must help to deliver the service outcomes that our clients value.

Delivering world-class service relies on three key components:

- Service Commitment – our organizational approach for assuring client satisfaction. *“Are we meeting expectations and creating value?”*
- Service Level Management – our account management approach for using tools and measures to assess and report the level of service we deliver to each client. *“Are we delivering consistent service across the client locations we serve?”*
- Performance Management – our operational approach to service level and cost. *“Are we gathering data at the local level that allows us to determine the service behaviors and methods that yield the best results for the security services team?”*

Service is primarily local because it is assessed at the point of delivery. We have focused on building effective working relationships with our clients - relationships that are based on strong local offices with responsive management and competent technical staff who are committed to service. To help ensure promised quality, annual quality assurance surveys, a part of our Excellence in Service program are distributed by division level management. It is our goal to make sure that we are maintaining our high level of service standards that was discussed when initially taking the step to have Securitas as your security provider.



Service Commitment

Competing on “service level” is the key element for advancing many service organizations.

Within the security profession, Securitas stands alone for putting processes in place that drive behavior and results:

- The core values of our organization-Integrity, Vigilance and Helpfulness-are intrinsic motivators that empower our employees to do the right thing for our clients.
- Our five service value drivers (responsiveness of management, individualized attention to client needs, consistent and reliable service, security officer appearance and demeanor, and trust and confidence in security officers) are regularly discussed in Client Service Review meetings. The behaviors and expected results for each of these service value drivers are mutually determined with each client for each specific location.
- Our service performance is linked to the effectiveness of the key business processes that deliver value to our clients (e.g., recruiting, hiring, training, employee development, service delivery, client development, office management, scheduling, payroll and billing). We have defined and documented these processes that promote Excellence in Service and refer to them as the HEROES processes. They are our framework for Having Everyone Receive and Offer Excellent Service.

Our core values, service drivers and processes position us to meet client needs through the participation of our people, local market focus, and service level management.

Service Level Management

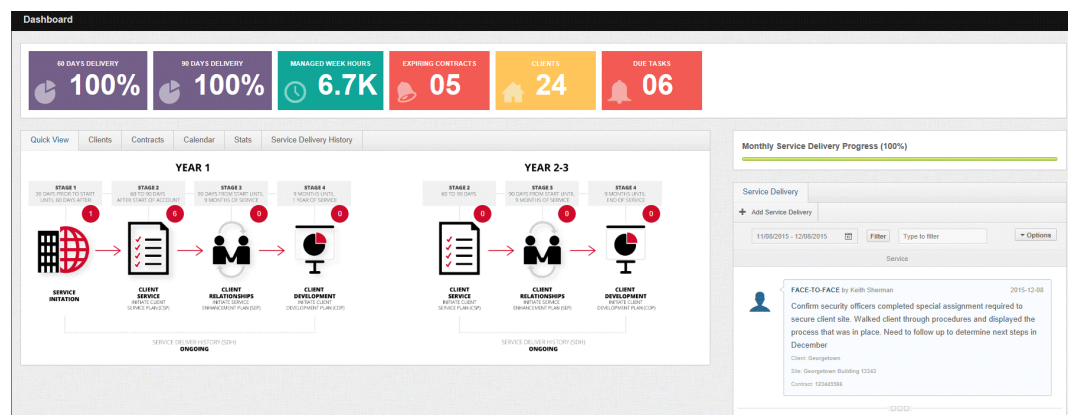
Securitas’ goal is to manage and deliver locally focused protective services that we jointly implement with Santa Fe Solid Waste Management Agency. Specifically, we will develop a Client Service Plan that meets and exceeds your expectations for security officer duties, safe practices, staffing, training, account management and communication. This Service Plan includes the development of service measures so that the daily activities and tasks performed will meet the expectations of Santa Fe Solid Waste Management Agency for behaviors and results.

Commitment to Service Excellence through Performance Management and Measurement

Securitas employs one common set of service delivery tools as part of our Service Excellence program. This program is the primary quality assurance program for the organization. It promotes world-class service delivery by linking one standard service delivery method and tools to the service cycle for our clients, namely:

- Service Initiation (Transition and Implementation Plans).
- Service Delivery (Client Service Plan).
- Client Relationships (Service Delivery History and Service Enhancement Plan).
- Client Development (Annual Service Review Meeting).

Client Service Plan



In collaboration with the Santa Fe Solid Waste Management Agency local management representative, Securitas establishes a Client Service Plan that outlines specific service goals and defines supporting Key Performance Indicators (KPIs). This plan serves as a road map for managing and monitoring service performance. The Service Plan is updated annually following a joint management review meeting, or more often when mutually deemed appropriate.

The Client Service Plan is the primary tool used to measure and monitor the local delivery of security services.

After defining specific Service Goals, KPIs are established to measure the attainment of the goal. KPIs are quantifiable measurements that help us monitor the results of our actions.



We regularly track the KPIs to assess how we are performing against an agreed upon Service Goal. They become the measuring stick by which all service performance, across all service locations, is measured. Operating definitions for the KPIs are mutually determined with client stakeholder management input prior to implementation.

Service Enhancement Plan

To consistently implement and monitor improvement actions, Securitas uses a Service Enhancement Plan that is mutually developed with the Santa Fe Solid Waste Management Agency stakeholder management team.

Discussion in the regular service review meeting may sometimes identify areas requiring attention and follow up. Our local manager leads a discussion with the Santa Fe Solid Waste Management Agency management representative to mutually develop the Service Enhancement Plan. Progress is then reviewed and discussed in subsequent meetings.

Continuous communication with the local client management representative to share progress against goals, to seek input or advice, and to review results is the primary service quality assurance monitoring activity. Service Enhancement Plans are tracked by local, area and region management teams.

Service Enhancement Plans are typically developed as a result of the service review process. This performance-based approach to controlling and reporting on service levels is built upon the premise that “it’s what you do with what you learn” that is most important for developing a strong client partnership for security service delivery.

Securitas applies these tools to foster frequent, open communication (internally as well as externally), to maintain a client-focused approach to service delivery management and to advance the service relationship through mutual goal-setting and responsive action. These tools help to ensure a consistent, common service level management approach across all client locations served. In this way, service quality methods and client-focused leadership are built into the service offering.

Performance Management

Securitas has adopted a client-centered approach to defining, documenting and implementing standardized service delivery processes, procedures and supporting information. Goals and KPIs have been established to deliver a consistent level of quality results.

	Security Performance	Business Performance
Goals	Deploy Service Excellence	Premier provider, market by market
	Local offices, close to clients	Focus on security
	Client retention	Refine and specialize security services
	Security officer retention	Add value
	Service value drivers	Increase efficiency
Key Performance Indicators	Client-specific indicators	Sales of new contracts
	People	Development of contract portfolio
	Procedures	Total sales growth
	Training	Effective planning
	Technology	Control of expenses
	Feedback	Control of accounts receivable

Service quality management techniques are built into the service delivery toolsets and business results' tracking reports used throughout Securitas.

We use KPIs to track client service expectations and client requirements. They make the service delivery process effective for all of our clients:

- Client Service Plan Goals target specialization as a security services provider.
- One common set of measures gauges effectiveness and efficiency in business performance.

Service delivery management methods are continually assessed by comparing the daily delivery of service against expectations and by conducting face-to-face client service review meetings. We regularly report KPI results for meeting client service expectations and contract requirements.

In this setting, the Securitas service delivery manager and the Santa Fe Solid Waste Management Agency representative mutually discusses the following:

- "What is going well?"
- "What do we need to do differently here?"
- "What are our next steps?"

Examples of topics addressed in these service review meetings can include:

- Service team performance reviews (financial results, KPIs, goals and objectives, issues and concerns, lessons learned, security awareness, training client interaction).
- Service level assessment (performance against expectations and contract criteria, progress against annual Client Service Plan goals, trending and tracking of individual client KPIs across all Santa Fe Solid Waste Management Agency locations served).
- Security officer assessment (appearance, client relations, quality of reports, tour compliance, training certifications).
- Service audit and risk assessment survey results.
- Service Enhancement Plans and related improvements.
- Sharing of best practices drawn from Securitas' client service experiences.
- Sharing of best-known methods drawn from all Santa Fe Solid Waste Management Agency service locations (a best practice at one client site becomes common practice across all sites served)



Investment Proposal

Pricing Details for Santa Fe Solid Waste Management Agency



Additional Pricing Worksheet:

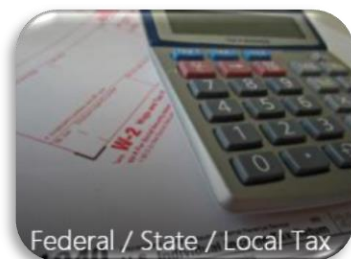
Securitas has provided a pricing worksheet for Santa Fe Solid Waste Management Agency that shows our hourly costs and budget estimates. This section is intended to give insight into included details.

Securitas USA is a strong advocate of the “Living Wage” program, whereby we strive for employee wages that are adequate to support a reasonable standard of living in the geographic areas where they reside.



To ensure that competitive wages are paid, Securitas USA uses wage survey data from The Economic Research Institute and CareerBuilder to validate Officer wages vs. those paid in each U.S. Metropolitan Area. Securitas will share this data upon request.

Securitas has provided market level wages for our RFP response. If the current incumbent staff is requested to be retained at a higher wage, Securitas will honor the contracted mark-up percentage. This will assist in determining bill rates and ensure high levels of retention of all key personnel with institutional knowledge.



Taxes and Company Insurance:

Employee Payroll Taxes, Workers’ Compensation and General Liability Insurance rates are included in the provided billing rates and budget estimates.

Budget Pricing excludes any state or city Sales Tax, Gross Revenue Tax, Use Tax, or country Value Added Tax (VAT). All associated taxes will be billed on a pass-through basis on each invoice where applicable to Santa Fe Solid Waste Management Agency.



Training:

Securitas is SAFETY ACT *certified* by the Dept. of Homeland Security and provides its security officers a DHS-approved training on terrorism and threat awareness.

The **pre-assignment security training** customized for Santa Fe Solid Waste Management Agency is a classroom, instructor-led format, to include the corporate Securitas Center for Professional Development (SCPD) resources. (Securitas’ pre-assignment training *supplements* the core competency training for security officers, obtained through licensure and Securitas orientation.)

On-the-job (OJT) training incorporates the *protocols and procedures specific* to the sites and operations of Santa Fe Solid Waste Management Agency, coordinated and monitored by Securitas Branch Managers & Supervisors, with emphasis on the professional representation of Santa Fe Solid Waste Management Agency by the security officers to visitors and the local community.



Additionally, Securitas provides **on-going training for officers and supervisors** for professional development and continual improvement. Training is delivered in a variety of formats: On-the-job (OJT) training; Learning Management System (LMS): Securitas online training; and other (OTH) formats: classroom, self-study, and use of certified outside vendor training programs).

Santa Fe Solid Waste Management Agency will have training built into the bill rates which includes pre-assignment and on-site training. In-depth details are provided in the **Training section** of the full proposal.



Uniforms:

Employees do not pay for the cost of uniforms but are responsible for the care and cleaning of the uniforms they are assigned. Any portion of the uniform that needs to be replaced is readily available at the local branch. Oversight and supervision are provided by local district managers who will conduct ongoing and periodic spot checks of officer uniforms. Also, any noted concerns will be escalated and dealt with immediately.

All uniform costs have been included within the bill rates.

Hiring and Selection:



Our step-by-step process goes well beyond the industry norm to focus on selecting world-class employees. Moreover, our process identifies candidates who possess those traits we believe are critical to both of our organizations, such as honesty, integrity and a strong customer service orientation suited to the culture and operating environment of Santa Fe Solid Waste Management Agency. In-depth details are provided in the **People section** of the full proposal.

Required Backgrounds

Our required background verification includes the following:

- Drug Screening - Oral Kit - iScreen - Plan A/B
- Military service - (DD 214) - nature of separation.
- Criminal records check of both misdemeanors and felonies for a seven-year residence and work history (or as required by state statutes).
- Credit check (when required for legitimate business reasons by our clients).
- Social Security number trace.
- Department of Motor Vehicles driver's license search for all driving positions.
- Former employment verification-past 7 years.
- Reference checks.
- Higher education degree verification.



Vacations:

Securitas believes in rewarding our officers with Paid Time off (PTO) for all the dedicated included in the bill rates. If Santa Fe Solid Waste Management Agency requests a more robust vacation schedule or accrued vacation, Securitas is open to discussing that vacation schedule and will adjust the bill rates to include the additional costs or may direct bill as incurred.



Overtime:

Santa Fe Solid Waste Management Agency will be charged at 1.45 times the straight time Bill Rate when Santa Fe Solid Waste Management Agency requests additional hours above the baseline schedule with less than 72 hours' notice and the extra hours require that Securitas USA personnel are paid overtime.

No overtime will be charged for performance of standard duty hours, this is only for short term and short notice requests of additional coverage by Santa Fe Solid Waste Management Agency.



Equipment & Technology:

The following equipment has been included within the bill rates:

- LED Flashlight
- Safety Vest
- Cellular Smartphone, Otterbox Case, Charger
- All Securitas Program Software, Hardware, Computer Systems and referenced technology as referred to in this proposal:
 - Securitas Connect Dashboard (Client Based Webpage)
 - On-Site Management System Securitas Vision 2.0 with RFID tokens
 - Learning Management System to track completed training courses
 - Securitas Service Excellence Management System
 - Securitas Post Order Template System (SPOTS)
 - Securitas Automated Field Enterprise System (SAFES)
 - Hiring Management System (HMS)

Securitas Vision is our Mobile Phone based handheld guard force management, touring and time & attendance device. Please see **Tools Section** of the full proposal for detailed information on the Securitas Vision & SecuritasConnect systems.



Equipment - Vehicles:

Securitas will provide a Toyota RAV4 AWD vehicle for regular use. Costs included:

- Sales Price
- Financing Interest Rates
- State and Local vehicle Sales Tax
- Insurance (Per Month)



- Title, Registration, and Fees
- Accessories (Light Bar & Decals)
- Repairs & Tire Replacement
- Fuel costs based upon 100 miles per day

Medical & Additional Officer Benefits & Recognition Programs included:

- In accordance with the ACA, the opportunity for all eligible employees to enroll in a subsidized ACA compliant Bronze medical plan.
- Excellence in Service performance recognition program.
- Branch award qualification for Officer of the Month, Officer of the Quarter and Officer of the Year.
- Free \$10,000 life insurance
- Paid vacations: 1 week after one year; 2 weeks after five years; 3 weeks after ten years.
- Anthem Engage Elite; an online resource that can help employees manage health care expenses with discounts and perks and make healthy choices.
- Livongo; helps employees who are currently living with diabetes to better manage and improve their condition all while saving money.
- Omada; a science-backed health and weight management program that motivates employees to take charge of their weight and reduce their risk for diabetes and other health conditions.
- EAP; support options, from over-the-phone counseling to resources like legal referrals, daycare and elder care, identity theft consultations, adoption assistance, education support for tutoring and college/university searches and financial counseling.
- Smart Dollar; a proven financial wellness program. Using motivational content, interactive tools and expert financial advice.
- Securitas College Programs; With Arizona State University Online, we will offer 1,000 officers 90% tuition reimbursed programs that better prepare employees for a career in security.



Account Management:

Securitas managers will rapidly respond to client's needs. In addition, Securitas limits the number of client relationships per branch. This approach has a tremendous impact on service levels and provides the local operation the time to specialize on the clients they serve and the employees they support. It is a core belief of Securitas USA that management by name and not by number creates the best foundation for a meaningful security solution.

Please see details of your supporting Branch team in the **Procedures Section** of the full proposal. Your supporting Branch team includes:

- Area Vice President – John Keane
- District Manager – Mark Karmia
- Human Resources Manager – Elaine Montoya
- Training Manager – Jackie Neill





Holiday Pay:

The following 6 Securitas observed holidays will be direct billed 1.45 times the straight time bill rate.

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

Additional Comments:

The prices for security officer and related services as quoted above are valid for a period of 60 days from the date of this proposal.

Pricing is based on Net-30 Payment Term and Full Award.

We respectfully reserve our right to negotiate terms and conditions if we are selected as the winning bidder, and we look forward to working with you towards a mutually acceptable contract.



NEW MEXICO NORTH REFERENCES

Chevron Mining, Inc.

Questa Mine
354 State Rd38
PO Box 469
Questa, NM 87556
Ken Gallegos – Security Supervisor
575-586-7611
KGallegos@chevron.com

La Fonda on the Plaza

Rik Blyth
General Manager | LA FONDA ON THE PLAZA
(505) 995 2305 Office | (505) 316 8000 Cell
100 E San Francisco Street
Santa Fe, NM 87501
rblyth@lafondasantafe.com

HP Inc.

Michelle Thomas

2351 HP Way
Rio Rancho, NM 87144 Sub Regional Delivery Manager
CREWS (Corporate Real Estate & Workplace Services)
Michelle.Thomas@hp.com
T 15056004405
M 12488215461

Farmington Municipal School Districts

Cody Diehl
2001 North Dustin Ave.
Farmington, NM 87401
505-324-9840
cdiehl@fms.k12.nm.us

The Farmington Municipal Schools is a recent contract partnership with Securitas. Securitas won this project in 2014 and is proud of the services provided. This location was previously using a similar security company and Securitas recommended some wage adjustments and structural changes in order to better support the contract. Immediate reviews have been very strong and we are proud of this recent and developing partnership. **Estimated Annual Revenue: \$250,000**

PROPOSAL DOWNLOAD RECEIPT

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PROPOSAL ID: 422270