September 5, 2013

Dear Gloria,

Thank you for the opportunity to provide our proposal to Maricopa County Community College District for Security Services all throughout the valley.

At Securitas Security Services USA, Inc., we are committed to protecting America’s homes, workplaces and communities today and far into the future. With a strong foundation of over 450 branch managers coast-to-coast employing over 92,000 people, we are able to provide our clients with professional, experienced security teams who are experts at what they do.

Securitas has created a different training program that we feel will enhance your security program. All Security Officers assigned to the MCCCD locations will be required to go through specialized Campus Security training. This will help the Security Officers understand how to deal with different situations pertaining to dealing with students as well as dealing with visitors.

In the following pages, we have provided detailed responses related to our capabilities to perform the work we feel that will meet and exceed the expectations of MCCCD. We have identified critical components of our security offerings that will allow us to achieve the level of service quality required by MCCCD and hopefully allow the business relationship between your company and Securitas to blossom and grow. This will be done through the proper selection and training of personnel combined with our extensive experience in the University sector and a commitment to quality service.

If you need any further information please feel free to contact me anytime.

Sincerely,

Amy Naccari
Business Development Manager
Delivering More Value for Your Security Investment

Proposal Prepared for:

Maricopa County Community College District
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 Maricopa County Community College District. In addition, this proposal may be distributed only to those employees or affiliates within Maricopa County Community College District who have direct responsibility for the proposal/decision-making process.
Table of Contents

Introduction - Campus Security ................................................................. 5

4.1 MINIMUM REQUIREMENTS

4.1.2 Security Agency License ................................................................. 7
4.1.3 Company Experience ..................................................................... 8
4.1.4 Understanding of RFP .................................................................... 12

4.1.5 RESPONDENT QUESTIONNAIRE

7.1 Personnel ............................................................................................. 13
7.2 References ........................................................................................... 17
7.3 Resumes ............................................................................................... 20
7.3 Campus Security Experience ............................................................... 23
7.4 Security Guard Requirements .............................................................. 25
7.4 Training Requirements ......................................................................... 32
7.4 Additional Training Programs Available .............................................. 39
7.5 Resource Tools .................................................................................... 44
7.6 Transition Plan ..................................................................................... 47
7.6 Our Approach ....................................................................................... 52
7.6 Why Securitas USA - Key Differentiators ......................................... 53

4.1.6 Pricing Schedule & Certification
4.2 SPECIFIC REQUIREMENTS

Location Requirements .......................................................... 59

4.3 Deviations

Exceptions ................................................................. 61
INTRODUCTION

We live in a world in which concerns for safety and security escalate daily. From a business perspective, these uncertainties apply to the well-being not only of people, but also of buildings, equipment, competitive information, and research and development information.

Effectively dealing with these concerns has grown beyond the capacity of most budget-constrained public security providers. As a result, many organizations have turned to costly proprietary security systems, only to see these systems struggle due to inexperienced personnel, incompatible equipment and insufficient budgets. Striving to meet the resulting need is a growing and diverse array of private security providers, many of whom have very specific skills, but limited product and service offerings. Some of these companies perform background checks. Some supply uniformed security officers. Others install security-related equipment.

MCCCD’s mission can be accomplished by leveraging the multiple services of Securitas Security Services USA, Inc. (Securitas USA) with the expected outcome of promoting organizational service delivery standardization and reduced procurement costs, through the identification of one enterprise-wide security company as a partner to Maricopa County Community College District.

Today, there is only one security company that can provide a full spectrum of services with a single face to the client: Securitas USA. Diverse and experienced, we are not just a vendor (guard company), but also a security partner committed to enhancing the safety, security and success of our clients on a global scale. Unlike other companies that offer individual services, Securitas USA offers “Security Solutions.” We do this by creating well-considered, well-implemented security environments so that our clients can concentrate on their core business objectives. Partnerships develop in which we not only fulfill defined goals, but also anticipate and proactively identify and address future needs by participating in your strategic planning process.

Establishing such environments, of course, is no small undertaking - especially in a world filled with multi-faceted security problems. Securitas USA, however, offers such comprehensive solutions because we are confident of both the breadth and quality of our portfolio of security services and products. In fact, our vision is to continue to grow as the preferred provider of world-class, total security solutions for the 21st Century.

Maricopa County Community College District’s primary objective is the provision of security officer services. While Securitas USA’s core competency is in providing these services, we believe it important to also highlight our total solutions capabilities in order to demonstrate the total value that Securitas USA will bring to MCCCD.
LOCAL FOCUS

Securitas USA has over 450 local branch managers throughout the United States. Each branch manager offers the commitment of a small business owner, with P & L responsibility for his/her local business operation. Our local branch human resource department conducts personal applicant interviews and manages our comprehensive hiring and screening process for all new hires. Our local branch scheduling manager coordinates scheduling and payroll with each site supervisor, and assists with special staffing requirements for temporary or intermittent service. The scheduling manager also ensures that the correct payroll information for each client is submitted weekly, which in turn generates accurate invoices.

GLOBAL PRESENCE

Securitas USA’s parent company, Securitas AB, is the world's largest provider of security officers and related services. Our worldwide network of affiliated security, consulting and investigations offices enables us to provide efficient, coordinated services to clients that conduct business internationally. Our group is well established in the U.S., Canada, Mexico, Europe, South America and Asia, and we have a network of partners in many other areas of the world as well.

WORLD CLASS

It is Securitas USA’s ongoing goal to set the industry standard and continually raise the bar so that every employee, service and product surpass that standard for quality. To this end, we have implemented a comprehensive Total Quality Management approach to doing business. Measuring and improving client satisfaction is emphasized in every facet of our organization.

SECURITY SOLUTIONS

Most vendor-client relationships are reactive, where the client recognizes a need and the vendor is contracted to fill that need. With Securitas USA, however, that relationship is flexible, proactive and expansive. We not only strive to solve your initial security issues, but also to leverage our diversity to allow us to anticipate and prevent future exposures to your business risks. Pointing out issues is easy; preventing them - working with you proactively - will be our mission at Maricopa County Community College District.
State of Arizona

Private Security Guard Agency License

Securitas
2122 E. Highland Avenue, Suite 100
Phoenix, Arizona 85016

Pursuant to the provisions of Title 32, Chapter 26, A. R. S.,

Joseph W. Kolar / Qualifying Party

is licensed to conduct a Private Security Guard Agency in the State of Arizona

in witness Whereof, The Director of the Arizona Department of Public Safety

has caused this certificate to be issued.

License No. 1003466
Expires 09/06/2014

NON TRANSFERABLE

Signature of Licensee

Director
4.1.3 COMPANY EXPERIENCE AND HISTORY

OVERVIEW

Securitas Security Services USA, Inc. (Securitas USA) is the largest provider of security officer services in the United States. Securitas USA has more than 450 branch managers throughout the U.S. Securitas employs approximately 88,000 security officers in North America. Securitas USA's revenues in 2012 were over $3.0 billion.

The parent company of Securitas USA is Securitas AB, the world's largest provider of security services. Securitas AB is a publicly owned company that is headquartered in Stockholm, Sweden. Securitas AB has approximately 250,000 employees worldwide, with established operations in 37 countries and the ability to provide services in approximately 90 countries worldwide. Securitas AB's 2012 revenues were over $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 be run. He pioneered training and developed a cooperative effort with the fire department to ensure that his guards possessed firefighting skills. In the late 1940s, after the two world wars, the demand for more advanced security services increased. Securitas Alarm was formed to offer technology as a complement to the guarding services. In 1972, all of Philip-Sörensen's companies were gathered under the collective name of Securitas, the Latin word for security.

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

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

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

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

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

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

We protect homes, workplaces and society. Our core business is security services. The main service offering categories are specialized guarding, mobile security services, remote monitoring and consulting and investigation services.

Global Revenue ................................................. $9.8 billion (2012)
Employees ......................................................... 300,000
Number of Countries in Operation ......................... 52
U.S. Revenue ....................................................... $3.1 billion (2012)
U.S. Employees .................................................... 88,000 (92,000)
U.S. Local Branch Manager ..................................... 640+ in all 50 states
% of Fortune 1000 companies serviced ..................... 80%

SERVICES CAPABILITIES

- Static Guarding (Armed & Non)
- National Temporary Services
- Security Patrols
- Global & National Accounts
- Security Technology Support
- Fire Patrol and Equipment Checks
- Emergency Medical Response
- Console Operations
- Supply Chain/Logistics Security
- Alarm & Incident Response
- Consulting & Investigative Services
- Intelligence Services
- Executive Protection
- Special Event Security
- Reception/Concierge Services
- Facilities Badging and Identification Services
- Crisis Center Management
- Background/Employee Screening
- Government Mandated Compliance
- Specialty Services
- Corporate Risk Management

KEY MARKET SPECIALIZATIONS

- Manufacturing Facilities
- Healthcare
- Financial Services
- Logistics & Transportation
- Food Services
- Energy
- Aerospace & Defense
- Residential & Construction
- Maritime
- Government
- Retail
- High Tech
- Education
- Hospitality & Tourism
- Entertainment & Events
- High Rise & Commercial Real Estate
- Petrochemical
- Cultural
- Gated Community
BUSINESS PHILOSOPHY

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>To protect homes, workplaces and communities by providing the security they need to protect their assets, safeguard their people and maintain their ability to generate profits.</td>
</tr>
<tr>
<td>Values</td>
<td><strong>Integrity</strong>: Honesty, forthrightness, full compliance</td>
</tr>
<tr>
<td></td>
<td><strong>Vigilance</strong>: Alertness, awareness, timely detection &amp; correction</td>
</tr>
<tr>
<td></td>
<td><strong>Helpfulness</strong>: Actions 'above &amp; beyond', responsiveness, assistance</td>
</tr>
<tr>
<td>Strategies (Securitas USA Diamond Box)</td>
<td><strong>The Diamond Box</strong>: The Securitas USA framework to create value and improve quality for our clients. The four components are:</td>
</tr>
<tr>
<td></td>
<td>- <strong>Security—Be a Security Professional</strong>: Continuously improve your security knowledge so clients can focus on core business.</td>
</tr>
<tr>
<td></td>
<td>- <strong>Services—Provide Optimal Service</strong>: Create a mutually beneficial partnership.</td>
</tr>
<tr>
<td></td>
<td>- <strong>Business—Build Meaningful Partnerships</strong>: Create a business relationship that is a win-win.</td>
</tr>
<tr>
<td></td>
<td>- <strong>Client—Understand Clients Security Needs</strong>: Build a security program that is in line with client expectations and profile.</td>
</tr>
</tbody>
</table>
4.1.4 UNDERSTANDING OF RFP REQUIREMENTS

Securitas has thoroughly read and understands the requirements of the Request for Proposal #3199-4, Maricopa County Community College District and certifies that the following proposal is responded to therewith.
7.1 Personnel

Account Management

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

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

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

Some of the responsibilities of our field supervisors are:

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

Branch Manager – Tamony Martinez-Crawford
The branch manager provides active oversight of all accounts in his/her area. The branch manager facilitates decisions to meet the needs of Maricopa County Community College District, and meets regularly with the security manager at MCCCD to evaluate service levels.
Human Resources Manager – Lara Skutt
The human resources manager leads the hiring and selection process for all employees, personally interviews each candidate for selection to serve the Maricopa County Community College District account, and manages benefits, employee relations and recruiting.

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

Training Manager – Rachel Jung
The training manager guides the introduction process, site-specific training and continuous training program development; is responsible for the preparation of training materials, classroom presentation and site-specific training; personally reviews all operations at Maricopa County Community College District to determine the best method of delivering the training; locates the proper training materials; schedules and conducts the training; and is responsible for the supervisory training program and refresher training.

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

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

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

Securitas USA 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 in the field. Placing resources in the field, at the local level where they can be used most effectively, is part of Securitas USA’s effort 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, officers will, on rare occasions, have questions that need to be escalated to the region level by their supervisors. These are the main functions performed at Securitas USA’s region support offices:

Region President (RP)
The Region President 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 field offices. With the help of area vice presidents and area managers, the RP directly guides the local field offices that, in turn, support our security officers. The RP maintains client relationships, grows Securitas USA’s 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.

Vice President of Human Resources
This team member oversees all aspects of human resources for the region. The VPHR is the first point of contact in all benefits, compensation and general employee welfare questions that for any reason aren’t resolved at the field office. The VPHR works closely with corporate employee relations and is a key point of contact for government agencies. Compliance and standards and auditing of personnel records are additional areas of responsibility.

Regional Directors of Training and Development
The RDTD not only delivers training, but also trains the trainers. The RDTD meets with clients to help identify training needs, hear suggestions and oversee all employee development programs in the region. In addition, RDTDs promote career pathing, administer the sweepstakes coupons and support all aspects of the “Excellence in Service” program.

Region Controller (RC)
This individual reviews the financial status of every Securitas USA account, and prescribes corrective measures when necessary based on the findings. However, far more often the RC acts proactively, to build and maintain quality accounts, robust offices and strong regions. Many of the questions asked are directly related to compensation. By working to improve Securitas USA’s financial management, the region controller helps to support everyone at Securitas USA.
CONTACT NUMBERS

602-246-6000 24/7 line to call in case of any emergencies at any of the campuses.

NATIONAL COMMUNICATIONS CENTER (NCC)

Securitas USA has a state-of-the-art, National Communications Center (NCC) in Parsippany, NJ. Operating 24 hours a day, 7 days a week, the NCC performs after-hours telephone support and alarm response functions for Securitas USA, manages the Company’s Post Confirmation System (PoCo), and provides a single point of contact for the Company's National Temporary Service program. The NCC is staffed by well-trained operators who are employees of Securitas USA. The center is assured of continuous operation through its own uninterrupted power supply, back-up diesel electric generation, multiple telecommunication providers, and redundant database servers. Additionally, there is a full-capability disaster recovery hot site available for emergencies, so the Securitas USA National Communications Center should always be available and online. The NCC is equipped with cutting-edge telephone and computer technology; this helps calls be placed into proper priority queues and handled in accordance with operating procedures. All NCC activities conform to published service levels and are documented in a permanent database. Securitas USA branch offices receive computer generated detail of NCC activities on a daily and weekly basis. All calls are recorded and stored for one year. Recorded calls are available for individual review and can be sent via e-mail as WAV files.
7.2 References

Company Name: Grand Canyon University
Contact Name: Rich Oesterle
Address: 3300 West Camelback Road, Phoenix, AZ 85017
Phone Number: 602-639-6045
Email Address: roesterle@gcu.edu
Hours per Week: 1200+
Length of Service: Providing unarmed Security services since 2008
Scope of Work: Access control, perimeter patrol, visitor management, campus safety, escorts, parking compliance.

Company Name: Arizona State University-Biodesign
Contact Name: Russell Harper
Address: 1001 South McAllister Avenue, Tempe, AZ 85281
Phone Number: 480-965-3718
Email Address: Russell.harper@asu.edu
Hours per Week: 584
Length of Service: Providing unarmed Security services since 2005
Scope of Work: Access control, perimeter tours of the facility, visitor management, customer service, emergency incident response.
Company Name: Arizona State University-Mercado

Contact Name: Christopher Speranza

Address: 411 North Central Avenue, Phoenix, AZ 85004

Phone Number: 602-496-1230

Email Address: christopher.speranza@asu.edu

Hours per Week: 109

Length of Service: Providing unarmed Security services since 2005

Scope of Work: Identity management, building access control, escort visitors and prevent tailgating, emergency incident response.

Company Name: AT Still University

Contact Name: Andrew Then

Address: 5850 E. Still Circle, Mesa, AZ 85020

Phone Number: (480) 232-3096

Email Address: athen@atsu.edu

Hours per Week: 124

Length of Service: Providing unarmed Security services since 2005

Scope of Work: Building lock-ups, perimeter patrols, electronic tours of building, overnight security.
Company Name: Brown Mackie College

Contact Name: Matthew Roberts

Address: 13430 N. Black Canyon Hwy, Phoenix, AZ 85029

Phone Number: 602-337-3044

Email Address: mjroberts@brownmackie.edu

Hours per Week: 133 (Tucson & Phoenix)

Length of Service: Providing unarmed Security services since 2012

Scope of Work: Access control, perimeter patrols, customer service.
EXPERIENCE RESUME

Joe Kolar
Area Vice President, Arizona
Securitas Security Services USA, Inc.

REPRESENTATIVE ASSIGNMENTS

- Securitas Area Vice President, Arizona
- Securitas Vice President of Sales, Rocky Mountain Region

EDUCATION/TRAINING/LICENSING

- Elmhurst College, BS Business Management
EXPERIENCE RESUME

Tamony Martinez-Crawford
Branch Manager, Phoenix Arizona
Securitas Security Services USA, Inc.

REPRESENTATIVE ASSIGNMENTS

- Securitas Branch Manager, Phoenix, Arizona
  o Oversee operations for portions of the Metropolitan Phoenix Area
- Center Manager in Phoenix, Glendale, Goodyear and Sun City, Arizona

EDUCATION/TRAINING/LICENSING

- Washington State University, BA, Major in Criminal Justice
- Professional Training Programs/Certifications:
  o Securitas Security Management Program - Level I
  o Securitas Remote Guarding
  o Securitas Group Value and Ethics for Managers
  o Pinkerton Vigilance
  o Securitas Connect
  o Securitas Vision: Tablet Introduction, Manager and Officer Training
  o Fingerprint Classification course
- Arizona Security Unarmed License # 1641051

PROFESSIONAL AFFILIATIONS/RECOGNITION

- Arizona Secretary of State: Arizona State Notary Commission # 209886
EXPERIENCE RESUME

John Larson
Branch Manager
Securitas Security Services USA, Inc.

REPRESENTATIVE ASSIGNMENTS

- Branch Manager, Northwestern Arizona (includes Phoenix, Prescott, Lake Havasu, and Flagstaff, AZ; and Needles, CA branch office operations)
- Operations Manager, Pinkerton Security, Phoenix, AZ
- Assistant Operations Manager, Pinkerton Security, Phoenix, AZ
- Director of Security, Christown Shopping Center, Phoenix, AZ

EDUCATION/TRAINING/LICENSING

- Wayland Baptist University, B.S. Occupational Education
- Professional Training Programs/Certifications:
  - Securitas Leadership Development Program
  - Securitas Branch Management Development Program
  - Securitas Brass Ring Branch Management Leadership Program
  - Securitas Certified Security Supervisor Program
  - Securitas Security Management - Level I
  - Securitas Security Management - Level II
  - Train-the-Trainer

PROFESSIONAL AFFILIATIONS/RECOGNITION

- Member, American Society for Industrial Security, Serving as Regional Vice president for Arizona & New Mexico
Do you face some or all of the following security challenges on your campus?

- Creating a welcoming atmosphere for your students, faculty and staff while attempting to deter opportunities for criminal activity in that same open environment?
- Dedicating costly administrative resources to oversee the security program’s screening, hiring, training and scheduling?
- Providing a secure and safe environment in residence facilities?
- Lacking flexibility to quickly staff the security workforce up or down based on a special event or emergency?
- Require specialized security services including Clery Act Reporting, life safety or disaster planning?

We understand the unique challenges of your environment and the delicate balance a security program must provide. Our goal is to help create a secure and safe educational environment that not only enhances the experience of your students and faculty, but also trains and supports your entire staff on critical security and life safety issues. Ultimately, our security solutions are designed to help detect and deter criminal activity in and around your campus.

**WHY SECURITAS USA?**

Securitas USA has the personnel and capabilities to implement a proven security program designed specifically for your environment. A partnership with Securitas USA may be able to address many of the concerns you face with your current security program through the following service initiatives:

**A reduction in your administrative burden**

With Securitas USA, you can be assured that our security officers are screened, hired and trained to your specifications, and that reserve personnel are available on short notice.

**Lower training costs**

Securitas USA has the expertise and resources to effectively train our security officers, which may include CPR, First Aid, AED and specialized campus training courses.

**Staffing availability**

With nearly 100,000 security officers nationwide, Securitas USA has the resources to address any short term requirements you may have.

**Professional, unbiased security services**

As contract employees, Securitas USA’s security officers are often better able to enforce client regulations and procedures without favoritism or bias.
OUR COMMITMENT

Securitas USA is committed to the advancement of security and life safety at college, university and school campuses. This commitment is demonstrated through our investment in significant resources to provide security professionals who understand and meet the specialized needs of your environment. Securitas USA can provide you with a proactive security solution that, in addition to guarding, may include our expertise in providing
7.4 SELECTION AND HIRING OF PERSONNEL FOR SITES AS SPECIFIED IN PART 5

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

Securitas USA selected Kronos Inc’s Enterprise Talent Suite™ to hire and develop the best workforce in the industry. With Kronos, Securitas USA has the ability to source and prescreen candidates, administer Kronos Assessments to select the best security officers, and conduct background and drug screening before a hire is made. The system also automates the entire employment period, including performance management, from start to finish. Moreover, the Kronos application provides rich analytics and reporting capabilities to gain visibility into critical talent acquisition and development metrics.

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

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

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

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

After implementation of the HMS, three out of four Securitas USA applicants are completing their applications on-line anytime of the day or night. This allows Securitas USA recruiters to only evaluate fully screened and tested applicants prior to interviewing them. Interviews can be scheduled and applicant traffic can be better managed. The increase in the number of qualified applicants has allowed Securitas USA to be more selective in whom we hire.
SECURITAS EMPLOYMENT ASSESSMENT TOOL (SEAT)

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

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

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

SELECTION PROCESS OVERVIEW

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

Our security personnel must meet the following minimum hiring standards:

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

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

- have a stable work history.
- have well-developed interpersonal communications skills and professional composure to fit the Maricopa County Community College District culture.
- can withstand the scrutiny of a thorough interview and background investigation.
- are drug free.
- able to qualify for and obtain a state security officer license, where applicable.
- Required security officer competencies include:
• the ability to provide high quality customer service.
• the capability to exercise good judgment and discretion in all business interactions with others.
• the ability to be an effective team member.
• neatness in dress and grooming.
• the ability to deal courteously, tactfully and effectively with others, both in person and on the telephone.
• the ability to communicate clearly in English with others, both verbally and in writing.
• have initiative, integrity and high ethical standards.
• the ability to maintain professional composure when dealing with unusual circumstances.

**STEP 1: JOB APPLICATION**

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

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

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

**STEP 2: INITIAL INTERVIEW**

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

**STEP 3: DRUG SCREENING**

Securitas USA mandates a drug free workplace. This policy is widely published and communicated throughout our organization. One of the first things an applicant sees when entering a Securitas USA office is a sign that reads, “At Securitas USA, we screen for drugs.” We partner with Pinkerton Global Screening Solutions, a leading provider of public record information and drug screening services to administer our drug screening program, using iScreen™, an oral fluid based point of contact screen for drugs of abuse.

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

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

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

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

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

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

**STEP 4: BACKGROUND VERIFICATION**

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

Our required background verification includes the following:

- military service - (DD 214) - nature of separation.
- criminal records check of both misdemeanors and felonies for a seven year residence and work history (or as required by state statutes).
- credit check (when required for legitimate business reasons by our clients).
- Social Security number trace.
- Department of Motor Vehicles driver’s license search for all driving positions.
- former employment verification-past 7 years.
- reference checks.
- higher education degree verification.
**STEP 5: ASSIGNMENT/SCHEDULING MEETING**

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

**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 interview. We understand the importance that our clients desire us to place on the careful selection of security personnel. We are committed to providing the most qualified and high quality security officers available in the local labor market.

**STEP 7: SECURITY OFFICER INTRODUCTION/EXAMINATION**

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

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

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

Securitas USA is a federal contractor and is required to participate in E-Verify. E-Verify allows Securitas USA to electronically compare employee work authorization information taken from the Form I-9 against the Social Security Administration and Department of Homeland Security’s data bases. Securitas USA is able to confirm employment eligibility within seconds.
UNIFORMS
We provide uniforms and employee identification at no cost to our employees, while they are responsible for the care and cleaning of their uniforms. Securitas USA provides replacement uniforms as needed from our local branch office.

We’re recommending the uniforms below for Securitas USA officers at your site. Costs to you for these proposed uniforms are included within our pricing. Prior to purchase, we’ll review these recommendations with your representative for final approval.

<table>
<thead>
<tr>
<th>UNIFORM OPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Style</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

GUARD SERVICES
When an open shift occurs, local Securitas USA management staffs the position with trained, qualified individuals from one of the following groups:

1. Full time, regularly assigned officers
2. Part time, regularly assigned officers
3. Flex Force officers previously trained at MCCCD sites
4. Field supervisors trained at MCCCD sites

Securitas USA makes its best effort to fill open shifts with trained officers who will not incur any overtime. However, if overtime hours occur, Maricopa County Community College District will be billed at the regular-straight time rate with Securitas USA absorbing the additional overtime costs.
EMERGENCY SERVICES

As the largest provider of security services, Securitas USA is the company best equipped to meet Maricopa County Community College District’s temporary security requirements on an immediate basis. We can typically provide coverage with 2-4 hours’ notice. However, there are a number of variables that impact the response time in which we are able to provide coverage. These variables include:

- Location of MCCCD facilities
- Number of officers required
- Level of training required
- Length of assignment
- Type of emergency situation

In any event, Securitas USA will utilize all operational resources to meet Maricopa County Community College District’s emergency requirements as quickly as possible after receiving the service request, whether to our branch offices during business hours or our National Communications Center after hours.
7.4 TRAINING REQUIREMENTS AS SPECIFIED IN PART 5

PROFESSIONAL SECURITY OFFICER TRAINING DEVELOPMENT PATH

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

- Certain principles and techniques, such as those dealing with observation, safety, reporting, interpersonal relations and Securitas USA policies, are the same regardless of where the officer is assigned.
- Individual clients have unique situations that 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.

Maricopa County Community College District's initial training requirements will be fulfilled within a mutually agreeable timeframe for all officers prior to permanent placement at Maricopa County Community College District sites. Retained incumbent officers, as applicable, will also receive Securitas USA-specific elements of this training in manageable groups after transition so as not to interrupt security operations.

We maintain training certification 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.

<table>
<thead>
<tr>
<th>Level 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level One focuses on basic security officer skills and exceeds many state-mandated minimum standards for beginning security officers. Candidates must successfully complete this screening process as a condition of being hired. The following general subjects are covered:</td>
</tr>
</tbody>
</table>

- Hazard Communications.
- Blood-borne Pathogens.
- State Licensing.
- Harassment Awareness.
- Security Officer Handbook.
Level 2

Level Two focuses on career development and includes site-specific training as well as Securitas USA’s premier Advanced Certification Training (ACT) Program and specialized industry-specific programs. A site-specific training program focusing directly on Maricopa County Community College District requirements will be developed upon our selection as your security partner. On-the-job training, conducted mostly on-site at Maricopa County Community College District, is designed to instruct the officer of the particulars of the job. Specific training such as First Aid/CPR, AED, Fire Guard and Securitas USA’s Safe Driving Program (for those required to operate a vehicle as part of the job) will also be conducted at this time.

<table>
<thead>
<tr>
<th>Site Orientation</th>
<th>AED/CPR/First Aid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Orders</td>
<td>Vertical Market Certification</td>
</tr>
<tr>
<td>Safe Driving Program</td>
<td>Metal Detectors/Wanding</td>
</tr>
<tr>
<td>Advanced Certification Training (ACT) 1</td>
<td>Firearms Instruction (if applicable)</td>
</tr>
<tr>
<td>Advanced Certification Training (ACT) 2</td>
<td>Work Stoppage Security</td>
</tr>
<tr>
<td>Advanced Certification Training (ACT) 3</td>
<td>In-Service Training</td>
</tr>
<tr>
<td>Customer Service</td>
<td></td>
</tr>
</tbody>
</table>

Level 3

Level Three offers rigorous, specialized training for officers who seek continued 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.

<table>
<thead>
<tr>
<th>Workplace Violence</th>
<th>Professional Ethics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss Prevention</td>
<td>Harassment and Discrimination</td>
</tr>
<tr>
<td>Security Surveys and Risk Assessment</td>
<td>Teamwork and Leadership</td>
</tr>
<tr>
<td>Advanced Customer Service</td>
<td>Hazmat Awareness Level</td>
</tr>
<tr>
<td>Homeland Security Issues</td>
<td>Advanced Guarding Technology</td>
</tr>
<tr>
<td>Emergency Response</td>
<td></td>
</tr>
</tbody>
</table>

E-Learning and the Securitas USA Online Academy

Securitas USA is meeting today’s training needs with advanced technology and sophisticated courseware design. The Securitas USA Online Academy leverages our industry-leading proprietary online security training courseware with a comprehensive, state-of-the-art Learning Management System to create the finest e-learning program in the security industry.

E-courses offer over 40 security topics that deliver the highest-quality online learning experience and feature highly interactive simulations, engaging and informative graphics, self-paced learning, instant feedback and 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 all adds up to improved performance and consistent training across the organization.

Our Learning Management System 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 USA’s e-learning program delivers training when and where it’s needed, with 24/7 learning access, 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 USA Online Academy benefits clients with consistent training and performance across locations and dedicated officers with career paths in security. This effective, fast and efficient training is available when and where you need it.

The Securitas USA 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 USA has developed a three-part course of study known as our Advanced Certification Training Program (ACT 1, 2 and 3), designed to provide advanced training for each security officer. We make this course available to all security officers at Maricopa County Community College District. We specifically encourage our security officers to participate as an opportunity to further their security knowledge and to prepare them for advancement both at Maricopa County Community College District and within Securitas USA.

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, anywhere a computer is available. It allows officers to progress at their own pace to master 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, 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, 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 are awarded. Successful completion of ACT 3 earns the officer a certificate and uniform pin and the designation of Professional Security Officer.
Our ACT Program includes the following materials:

<table>
<thead>
<tr>
<th>ACT Program</th>
<th>ACT 1</th>
<th>ACT 2</th>
<th>ACT 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>The professional security officer</td>
<td>Report writing</td>
<td>Workplace violence</td>
<td></td>
</tr>
<tr>
<td>About Securitas USA</td>
<td>Fire safety</td>
<td>Traffic and parking</td>
<td></td>
</tr>
<tr>
<td>Professional image and teamwork</td>
<td>Access control</td>
<td>Crowd control</td>
<td></td>
</tr>
<tr>
<td>Customer service</td>
<td>Telephone and radio communications</td>
<td>Bomb threats</td>
<td></td>
</tr>
<tr>
<td>Post orders</td>
<td>Patrol techniques</td>
<td>Substance abuse</td>
<td></td>
</tr>
<tr>
<td>Limits to authority</td>
<td>Perimeter control</td>
<td>Harassment and discrimination</td>
<td></td>
</tr>
<tr>
<td>Protection and observation</td>
<td>Vehicle access control</td>
<td>Fire safety</td>
<td>Emergency response</td>
</tr>
</tbody>
</table>

**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 Maricopa County Community College District specific requirements may include drills, exercises, audits and refresher training as agreed upon. In addition, Securitas USA provides continuing training and development opportunities through dynamic proactive communication programs such as our monthly Security Spotlight and our flagship Excellence In Service℠ 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 needs.

**Excellence In Service℠**

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 Service℠ 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. Real Securitas USA officers and events are featured to highlight the training and/or customer service topic being emphasized. To help reinforce knowledge and proper procedures, qualified 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

As a security industry leader in training, we recognize 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 ensure our security officers maintain consistently high levels of proficiency.

To this end, Securitas USA is committed to working closely with Maricopa County Community College District 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 companies, we will determine those critical skills and tasks our personnel must be able to perform, ensuring those where the consequences of failure are significant are included.

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, customer 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 Maricopa County Community College District is that each and every officer will possess the necessary tools to provide world-class service at all of 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. We believe you may find significant value in training opportunities available from us through the Securitas Center for Professional Development - USA. In addition to our ACT and e-learning programs, Securitas USA 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 USA 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 Maricopa County Community College District sites.

SECURITY TRAINING SUCCESSION PLANS

Securitas USA 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 proceeding along 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 paths and their skills are identified.
- The process of receiving and participating in training provides the officer with a sense of value to Securitas USA and Maricopa County Community College District. This sense of value provides a non-monetary reinforcement and contributes to good morale.
- Good morale through the investment of training in each individual leads to increased retention

**TRAINERS**

Securitas USA will provide a dedicated training Security Officer or selected supervisors to provide training at your site. 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 USA’s ten regions is staffed with region, area or local trainers.

**Role of Security Trainers**

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>• Manage efforts in training, organizational improvement &amp; performance enhancement</td>
</tr>
<tr>
<td>Instructor</td>
<td>• Conduct training in a variety of settings &amp; develop curricula combining multiple existing &amp; acquired resources</td>
</tr>
<tr>
<td>Assessments</td>
<td>• Analyze performance of individuals, programs &amp; organizational units; develop performance &amp; competency models</td>
</tr>
<tr>
<td>Client customization</td>
<td>• Develop partnerships with clients by learning the clients’ business &amp; collaborating to identify learning opportunities that will enhance the delivery of security services</td>
</tr>
</tbody>
</table>

**Key Competencies of Security Trainers**

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

First Aid is a valuable skill for all security personnel because they are frequently incident responders. Quick action and proper care while waiting for medical professionals to arrive can save lives. Officers learn the safe response to an emergency situation and how to recognize and care for life-threatening emergencies, injuries and illnesses.

All essential personnel, including the Branch Manager and supervisors will be trained in CPR and First Aid. At the request of the Spokane Public Facilities, Securitas will require any uniformed officers at certain sites to be trained in CPR and First Aid. Any uniformed officers that are not formally trained in CPR will handle emergency based on Securitas procedures – urgently engaging essential personnel that are trained and/or engaging EMS personnel directly.

Training will be accomplished through the utilization of the 8 hours American Red Cross CPR course which combines lecture, video demonstrations and hands-on mannequin training to prepare individuals to provide care for breathing emergency victims and to perform cardio-pulmonary resuscitation (CPR) on victims of sudden cardiac arrest. Training certification will be kept on file in the officer’s personnel records. Certification will be updated annually, as required.
**ADDITIONAL TRAINING PROGRAMS**

**ACCESS CONTROL FUNDAMENTALS**

Access Control Fundamentals focuses on the core concepts of access control: monitoring and controlling the movement of people and property entering or exiting a specified area. Topics include providing excellent customer service while controlling access; procedures for allowing authorized people and products in; identifying and dealing with intruders; monitoring visitors; and keeping prohibited materials out.

**ACCESS CONTROL EQUIPMENT**

This course covers the functions, benefits and limitations of access control technology. Topics include lock and key security; understanding and use of electronic access control devices; CCTV functions and monitoring techniques; and alarm technology and response. This course stresses that successful access control programs rely on both technology and vigilant security officers.

**BOMB THREATS**

This course provides specialized training to security officers as first responders to bomb threats. Topics include being prepared, remaining observant, fielding calls, and responding to and reporting bomb threat incidents. The Securitas Bomb Threat Checklist can be printed from within the course. A realistic simulation exercise gives security officers the chance to practice their skills.

**CROWD CONTROL**

This course focuses on how to help protect clients’ employees, guests and property in situations that draw crowds, such as planned events, planned demonstrations, work stoppages or fire and accident scenes. Topics include knowing the difference between a crowd and a mob; preparing for crowd control duty; managing aggressive individuals; and maintaining a professional demeanor.

**MTSA (MARITIME TRANSPORTATION SECURITY ACT)**

This program was produced by the Pinkerton C&I division of Securitas USA for security officer training at port facilities. It is a comprehensive review of the Maritime Transportation Security Act.
CUSTOMER SERVICE ESSENTIALS

Customer service is a fundamental duty of security officers. In this interactive e-learning course, students learn and practice the Securitas formula for excellent client service. Additional topics include the Securitas core values of Helpfulness, Integrity and Vigilance; the five fundamental customer needs; actions and attitude for outstanding customer service; and active listening skills.

CUSTOMER SERVICE EXCELLENCE

This customer service course focuses on improving client satisfaction and fostering a team approach to customer service. Course highlights include understanding who customers are and what they want; creating a positive total experience; dealing with challenging customers; and becoming a service star. This course is part of the Securitas Professional Development Series.

DEALING WITH DIFFICULT CUSTOMERS

This course outlines the skills and practices needed by customer service professionals to defuse, calm and positively resolve a negative encounter with a difficult person. The course focuses on active listening skills—listen, clarify, confirm, think before responding, acknowledge, explain, offer a solution—and how to act professionally and remain under control in difficult situations.

DOCUMENTING DISCIPLINE

This course helps supervisors and managers with the human resource management issue of documenting discipline. It offers strategies to approach discipline in an effective and supportive manner while maintaining critical records of disciplinary incidents. Topics include the FOSA+ system; discipline and termination issues; and disciplinary meetings. This course is part of the Securitas Professional Development Series.

EMERGENCY RESPONSE

This course covers critical areas of understanding and following emergency response plans and the importance of personal safety. Dynamic interactive exercises reinforce learners’ understanding of how to respond to emergencies such as accidents and illnesses; leaks and spills; power outages; and natural disasters, including earthquakes, tornados, hurricanes, floods, and winter storms.
**FIRE SAFETY**

Fire Safety teaches the fundamentals of fire prevention, detection and response. Topics include fire hazards to watch for; the importance of vigilance and reporting in fire prevention; what to do in case of fire; safety first; guidelines for extinguishing a fire; the four classes of fire extinguishers and their specific uses; and the P.A.S.S. method for operating a fire extinguisher correctly.

**HOW TO GET EVERYTHING DONE**

This time management course aimed at managers and supervisors focuses on the “how-to” of prioritizing tasks, overcoming procrastination, organizing paperwork, conducting more productive meetings, and delegating tasks. Topics include time-saving techniques, strategies for developing better work habits, and managing multiple priorities. This course is part of the Securitas Professional Development Series.

**LAW AND ORDER**

This course deals with crime and its aftermath—a criminal or civil trial. It covers security officers’ responsibilities when encountering a crime scene and what they can expect if called to testify. Topics include protecting evidence, securing a crime scene, reporting a crime, subpoenas, the different types of hearings and useful tips on giving testimony.

**LIMITS TO AUTHORITY**

Limits to Authority emphasizes and demonstrates how the role, responsibilities and authority of security officers differ from those of law-enforcement personnel, especially in instances involving criminal or threatening behavior. Topics include the importance of following post orders; guidelines for conducting inspections and searches; detention; and use of force.

**LISTEN UP: HEAR WHAT’S REALLY BEING SAID**

This course teaches the fundamentals of active listening in order to help learners become better managers, supervisors and team players, and provide excellent service to clients. Topics include becoming an active listener; techniques to improve listening and responding skills; and potential negative outcomes of poor listening. This course is part of the Securitas Professional Development Series.
MOTIVATION IN THE WORKPLACE
This course provides managers and supervisors with insight and techniques on how to acknowledge, motivate and reward their team members. Topics include work-based needs; money and motivation; managing for continuous improvement; positive and negative feedback; and practical solutions to increase workers' motivation. This course is part of the Securitas Professional Development Series.

PATROLLING TIPS & TECHNIQUES
Patrolling is a fundamental duty of security officers. In this course participants learn about the function and purposes of patrol; patrol methods and types of patrol; and how to prepare for and conduct safe and effective patrols. Interactive exercises challenge learners to spot potential hazards and risks they might encounter while on patrol.

PERIMETER AND VEHICLE ACCESS CONTROL
This course addresses a primary duty of security officers: to keep intruders from breaching the perimeter of client sites—whether they are on foot or in vehicles. Topics include types and functions of perimeter barriers; the importance of maintaining clear zones; detecting and reporting perimeter breaches; conducting simple and visual searches of vehicles; and vehicle access control procedures.

RADIO COMMUNICATIONS
This course focuses on how to use and care for a fundamental tool of the trade—the two-way radio. Topics include the function and common features of radios; range and limitations of radio transmissions; battery charging and maintenance tips; radio etiquette and communication protocol; and use of 10-codes.

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.
SUBSTANCE ABUSE

This course addresses the safety and security issues that can result when substance abuse affects the workplace. Topics include the role of security officers to observe and report; signs of potential substance abuse; and how to respond properly to individuals who may be drug-impaired. Securitas policy and commitment to a drug-free work environment are also discussed.

TELEPHONE EXCELLENCE

This course demonstrates how to excel at customer service on the phone. It focuses on fundamental skills such as identifying oneself and addressing callers in a professional, courteous manner; speaking clearly using a pleasant tone of voice; using active listening skills to confirm callers’ needs; and procedures for providing assistance, taking messages, placing callers on hold and transferring calls.

TRAFFIC CONTROL AND PARKING LOT SECURITY

This course addresses specific post duties that call for monitoring and directing traffic, and maintaining parking lot security. Interactive graphics and exercises help security officers learn and practice significant points of traffic control and parking lot security. Topics include controlling traffic flow, directing traffic using hand signals, safety awareness, parking garage patrols and access control.

WORKPLACE VIOLENCE

This course aims to help security officers prevent violent incidents by detecting, deterring and reporting aggressive individuals and their actions. Topics include how-to’s on recognizing potentially violent individuals and situations; preventing incidents from escalating; and properly responding to and following up on incidents. Real-life scenarios test learners’ ability to spot “red flags” and potential triggers.

WRITING FOR BUSINESS RESULTS

Writing for Business Results focuses on how to produce business correspondence—letters, e-mails and memos—that move readers to take action. Course highlights include creating effective business letters; using e-mail and memos successfully; the five C’s of good writing; and choosing the right words. This course is part of the Securitas Professional Development Series.
7.5 Resource Tools

National Communications Center (NCC)

Securitas USA has a state-of-the-art, National Communications Center (NCC) in Parsippany, NJ. Operating 24 hours a day, 7 days a week, the NCC performs after-hours telephone support and alarm response functions for Securitas USA, manages the Company’s Post Confirmation System (PoCo), and provides a single point of contact for the Company’s National Temporary Service program. The NCC is staffed by well-trained operators who are employees of Securitas USA. The center is assured of continuous operation through its own uninterrupted power supply, back-up diesel electric generation, multiple telecommunication providers, and redundant database servers. Additionally, there is a full-capability disaster recovery hot site available for emergencies, so the Securitas USA National Communications Center should always be available and online. The NCC is equipped with cutting-edge telephone and computer technology; this helps calls be placed into proper priority queues and handled in accordance with operating procedures. All NCC activities conform to published service levels and are documented in a permanent database. Securitas USA branch offices receive computer generated detail of NCC activities on a daily and weekly basis. All calls are recorded and stored for one year. Recorded calls are available for individual review and can be sent via e-mail as WAV files.

Communication for Each Location

Each location for the Maricopa Community College District will have a cell phone for the Officers to use while on duty. The cost of the cell phones (4 total) is included in the price on the investment page.
**Securitas USA Automated Field Enterprise System (SAFES)**

Securitas USA’s exclusive computerized management and scheduling tool SAFES, has taken security services and reporting to a higher level.

SAFES gathers data from all branch locations, uploads weekly, and generates all payroll, billing, accounts receivable, accounts payable and financial records.

The benefits to our clients and employees are:

- Accurate employee paychecks.
- Correct, easy-to-read client invoices.
- Flexible billing options to meet client-specific requirements.

Value-added service features include:

- Client/contract billing and service information are stored and maintained. This includes the selection of invoice formats, billing cycles and billing methods such as consolidated and contract flat invoicing.
- Scheduling, both Master and Working, is stored and maintained, including Post Names. In conjunction with employee and client information, the scheduling data automatically drives both payroll and billing transactions.
- Supplemental Charges and Payments include automated recurring and one time supplemental charges (e.g., Auto Lease). This allows both reimbursement of employee incurred expenses such as mileage and, where applicable, billing of non-hourly charges to clients.
- Corrections to Payroll and Billing for prior period activity are maintained.
The Talent Network

Securitas utilizes the Talent Network to help with recruiting efforts.

- The Talent Network is an always on recruitment technology that allows us to proactively attract a pipeline of people interested in working for Securitas.
- Once a member, candidates will receive real-time, relevant alerts with recommended job opportunities – automatically staying engaged with top talent.
- This technology has allowed us to maintain a strong database of potential employees at all times; positioning us to quickly bring on the best employees for our open positions.
TRANSITION PLAN

Transitions, regardless of scope, pose a variety of challenges. The best-laid plans, both strategic and tactical, can go awry without the proper amount of redundancy built into the plan. Through the course of Securitas USA’s history, numerous transitions have been successfully conducted throughout the world. Today, nine out of ten new Securitas USA clients have an existing security vendor with whom we work to ensure a transparent change in service providers.

In order for Securitas USA to continuously improve our transition process, “best practices” and “lessons learned” are communicated to all levels of management to ensure timely and standardized implementation throughout our organization.

Challenges and issues we’ve faced have provided us with invaluable insight, leading us to our current transition plan format. Issues we have encountered have originated from all levels within the Securitas USA framework, and from client management as well.

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

- to ask critical questions and understand our clients’ expectations, both at the corporate and local levels.
- to communicate transition information in a timely manner. We develop employee packets of information about Securitas USA, and we develop and transmit a transition newsletter to keep everyone informed of transition activities.
- to maintain absolute flexibility regarding transition timelines and implementation schedules. Clients’ needs and their environments can be very dynamic and frequent adjustments may need to be made.
- to fully document and disseminate transition after action reports internally in order to evaluate issues and make necessary improvements in our methodology.
- that performance measurement begins with transition. Our clients expect to be kept fully informed regarding achievement of critical transition milestones. At a minimum, weekly progress reviews need to be conducted with our clients.
- that we need to solicit post-transition feedback from our clients, both at the corporate and local levels, and to seek suggestions for improvement.

Our transition plans have taken these “lessons learned” and incorporated them into a detailed schedule that becomes a living document. This framework represents a Securitas USA commitment to Maricopa County Community College District and provides a measurable tool by which all parties can follow Securitas USA’s progress.
To illustrate our transition experience and capability, one of Securitas USA’s predecessor companies successfully transitioned the security industry’s largest contract, assumed security responsibility for 140 General Motors facilities in the U.S. and transitioned them from a proprietary security force to contract service. The original transition plan was projected to take six months to transition all General Motors sites. At the request of General Motors, the conversion was completed in 28 days without any major issues and without disruption to on-going General Motors operations.

Securitas USA is well aware of the negative impact a poorly designed and implemented transition can have on the continuity of operations of any client. Our team and our proven processes will provide you with a seamless transition at each facility. Our goal is to achieve complete transition and start-up with minimal disruption to ongoing operations within Maricopa County Community College District.

Our transition objectives are to:

- enter into contract negotiations with Maricopa County Community College District in good faith to efficiently and quickly establish an executed contract.
- establish contact with corporate and local Maricopa County Community College District security representatives to receive early guidance during transition and contract operation.
- refine our transition plan and develop milestones for the transfer of activities and responsibilities at Maricopa County Community College District.
- implement a process of frequent communication with our new team members.
- accurately assess the quality and effectiveness in all areas of security operations if requested.
- conduct an operational needs assessment to determine the adequacy of security operations at each site and post identified under our contract if requested.
- implement our recruitment, screening and selection programs.
- conduct an assessment of job tasks, training needs and requirements and finalize our training program for Maricopa County Community College District review/approval.
- establish property control records and effect an orderly transfer of any client-furnished equipment and material.
- establish administrative, logistic and financial controls.
- revise/finalize our management and staffing plan with Maricopa County Community College District management input.
- analyze and revise general and post orders and other directives as needed.
- develop and/or revise detailed job descriptions.
- recruit, test, hire and train retained incumbent and/or new employees.
## Transition Plan

### Facility: Maricopa County Community College District

### Service Start Date: TBD

<table>
<thead>
<tr>
<th>Task</th>
<th>Assigned</th>
<th>Day Number</th>
<th>Person Responsible</th>
<th>Due Date</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meet with the client to present the Securitas USA Service Initiation Kit.</td>
<td></td>
<td>1</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct Risk Management Safety Inspection.</td>
<td></td>
<td>1-5</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish and assign transition team.</td>
<td></td>
<td>1</td>
<td>Area Vice President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete Post Order Requirements Survey.</td>
<td></td>
<td>1</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work with client to prepare Post Orders.</td>
<td></td>
<td>2-20</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare Hiring Profile.</td>
<td></td>
<td>2</td>
<td>Human Resource Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Order supplies and equipment.</td>
<td></td>
<td>2</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Order uniforms.</td>
<td></td>
<td>2</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review and prepare wage and benefit package.</td>
<td></td>
<td>2</td>
<td>Human Resource Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare site specific training materials.</td>
<td></td>
<td>2-14</td>
<td>Training &amp; Development Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare master schedule.</td>
<td></td>
<td>2</td>
<td>Scheduling Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Select site supervisor.</td>
<td></td>
<td>3-14</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruit and select security officers based on client requirements. Contact recruiting sources; advertise internally/externally.</td>
<td></td>
<td>6-22</td>
<td>Recruiter/Human Resource Specialist</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meet with client to review Post Orders.</td>
<td></td>
<td>7-10</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issue and fit uniforms.</td>
<td></td>
<td>15-22</td>
<td>Human Resource Specialist</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meet with client to confirm Post Orders, brief on Transition Plan progress and discuss invoice procedures.</td>
<td></td>
<td>21</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Assigned</td>
<td>Day Number</td>
<td>Person Responsible</td>
<td>Due Date</td>
<td>Date Completed</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>------------</td>
<td>-------------------------------------</td>
<td>----------</td>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td>Conduct Security Officer Introduction Program to all new and incumbent</td>
<td>22-28</td>
<td>Training &amp; Development Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>security officers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confirm all personnel files for full pre-screening documentation.</td>
<td>22</td>
<td>Human Resource Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct on-site specific training of security officers.</td>
<td>22-28</td>
<td>Training &amp; Development Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish specific service start procedures:</td>
<td>22-28</td>
<td>Branch Manager</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Arrival of supervision</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Arrival of security officers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Placement of equipment and supplies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Actual take-over of facility responsibilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Working schedule that matches master schedule.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Implementation Plan

(Service Start Date + 60 Days)

---

**Facility:** Maricopa County Community College District

**Service Start Date:** TBD

<table>
<thead>
<tr>
<th>Task Assigned</th>
<th>Day Number</th>
<th>Person Responsible</th>
<th>Due Date</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>A branch team member must be present for the start of each new shift</td>
<td>1-7</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(remember weekends).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visit the account daily so that all service is properly initiated.</td>
<td>1-7</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Schedule to be on-site the first time the client is back on-site after start-up. (If the service starts during the weekend, the branch manager should be on-site Monday morning when the client arrives.)</td>
<td>1-3</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review site specific training that has been performed.</td>
<td>1-5</td>
<td>Training &amp; Development Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review personnel assigned to site so they meet all standards.</td>
<td>1-60</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Confirm that all contract requirements are being met.</td>
<td>continuous</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekly meetings with the client during the implementation period.</td>
<td>7, 14, 21, 28, 35, 42, 49, 56</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Area vice president contacts the client (phone or face-to-face).</td>
<td>5-9</td>
<td>Area Vice President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review first invoice with client (face-to-face).</td>
<td>10-14</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cross-train personnel and &quot;back-up&quot; personnel.</td>
<td>7-60</td>
<td>Branch Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introduce the Excellence in Service and other Securitas USA programs.</td>
<td>15-25</td>
<td>Area vice President</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
OUR APPROACH

FLAT ORGANIZATION
With 650+ Branches located throughout the U.S., 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.

SPECIALIZATION & EXPERTISE
With a strong focus on reduced client relationship, Securitas branches are able to dedicate the time and energy required to specialize on client’s needs and industries. Since every industry is unique specialization is needed to ensure Security Solutions are relevant and provide value. Expertise is developed over time and is possible if there is a commitment to specialization. As a knowledge leader Securitas is able to transfer best practices and expertise globally to benefit our clients locally.

INNOVATION
Securitas USA understands the importance of continuous improvement and the need to innovate for our clients. The key is providing meaningful innovation so that security solutions are enhanced and are viable in supporting clients’.

PUTTING IT ALL TOGETHER
Through our key advantages Securitas USA is able to harness a flat organization, which enables the specialization that is needed to be true experts in the Security industry. It is with the right expertise that Securitas is able to provide the innovation that is needed and required to offer clients a meaningful Security Solution.
**Why Securitas – Key Differentiators**

Securitas USA provides clients significant benefits from its programs, structure and methods. The following highlights a number of advantages and client benefits.

<table>
<thead>
<tr>
<th>Securitas USA Advantage</th>
<th>Client Benefits</th>
</tr>
</thead>
</table>
| Specialization          | • Vertical market expertise  
                          | • Specialized training  
                          | • Industry associations |
| Flat organization       | • Focused management by geographical location or vertical market  
                          | • Security resources close to clients  
                          | • Rapid, flexible decision making  
                          | • Entrepreneurship and ownership |
| Local support           | • 250+ branch offices  
                          | • 450+ branch managers in all 50 states |
| Expertise               | • Security—Be a security professional  
                          | • Services—Provide optimal service  
                          | • Business—Create a business relationship that is a win-win  
                          | • Client—Build a security program that is in line with client expectations and profile |
| Solutions               | • Built with the five (5) key categories of the Securitas Service Wheel  
                          | • Long-term partnership  
                          | • Bring added-value |
| Single point of contact:| • A single contact to local, regional & national levels  
                          | • Immediate communication with management  
                          | • Direction, support & expertise from key management |
| Corporate culture       | • Consistent, professional standards  
                          | • Pride in quality work  
                          | • Opportunities for advancement  
                          | • ‘Living wage’ for officers  
                          | • Self-esteem in the security profession |
| The right people        | • Thoroughly screened security personnel  
                          | • Qualified, motivated & proper fit for job tasks |
| Quality improvement     | • Specific goals & metrics for quality improvement  
                          | • Supported by all management personnel |
| Innovation              | • Leading-edge Technology  
                          | • Continuous improvement  
<pre><code>                      | • Increasing overall effectiveness &amp; productivity |
</code></pre>
<table>
<thead>
<tr>
<th>Securitas USA Advantage</th>
<th>Client Benefits</th>
</tr>
</thead>
</table>
| Process improvement     | • Defining service processes  
                          | • Identifying process improvements  
                          | • Enhances value & effectiveness, reduces costs |
| Total security solution | • Combine service contracts: officers, patrol service &      
                          | alarm response  
                          | • Reduces overall cost  
                          | • Greater integration & coordination of security service |
| Training                | • Wide range of programs for officers  
                          | • Multiple delivery: online, in-person, DVDs, self-study  
                          | • Documented for full compliance |
| Measureable quality assurance | • Service needs resolved in a timely & effective manner  
                                    | • Quality measurements using Client Service Plans & Service Excellence Plans  
                                    | • Custom & standardized KPIs  
                                    | • Formal, regular performance reporting |
| Financial stability     | • Over $9 billion in revenue, parent Securitas AB |
PART 8. PRICING SCHEDULE

<table>
<thead>
<tr>
<th>Position</th>
<th>Price per Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officer-Weekday/Weekends</td>
<td>$14.03</td>
</tr>
<tr>
<td>Security Officer-Holidays &amp; Overtime</td>
<td>$21.05</td>
</tr>
</tbody>
</table>

*Cost for coverage on weekdays and the weekends is the same at Securitas.

Bill rates include the following items:

- Recruitment, background screening and hiring costs.
- Employee wages, payroll taxes and insurance.
- Department of Homeland Security SAFETY Act liability protection.
- Excellence in Service performance recognition program.
- Branch award qualification for Officer of the Month, Officer of the Quarter and Officer of the Year.
- Free life insurance and paid vacations: 1 week at one year; 2 weeks at five years; 3 weeks at ten years.
- Complete uniforms for each season, including replacements as needed.
- Introductory, pre-assignment and paid on-site training.
- Advanced Certification Training I, II, III with e-learning technology.
- Learning Management System to track completed courses and test scores.
- Monthly service review and planning meetings with local Branch Manager.
- Computer-based post orders, including client emergency response procedures.
- Site-specific written test based on post orders and client policies.
- 24-hour National Communications Center.

Overtime/Holiday rate will apply for the following holidays:

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

PRICING VALIDITY

The prices for security officer and related services as quoted above are valid for a period of 120 days from the date of this proposal.

"In the event the anticipated 2015 Healthcare Reform Act results in mandated health coverage and new healthcare premiums for our officers, Securitas reserves the right to negotiate pass through cost on any government mandated healthcare premiums not covered through employee participation. Securitas understands the 2015 Healthcare Reform Act implications will affect all businesses within the United States. We will work closely with the Maricopa County Community College District at introducing value added services, including technology, to mitigate these potential cost increases."
PART 9. CERTIFICATIONS/SIGNATURE

THESE TWO PAGES MUST BE COMPLETED, SIGNED AND INCLUDED IN YOUR PROPOSAL.

Is your firm a:

(X) Corporation* ( ) Partnership ( ) Individual ( ) Joint Venture

* If a corporation, answer the following:

(a) Where incorporated: Delaware

(b) Date incorporated: 10/31/2002

Have your Articles ever been suspended or revoked? ( ) Yes (X) No

If yes, when, for what reason, and when were they reinstated:

Has your firm or its parent or subsidiaries ever been debarred or suspended from providing any goods or services to the Federal Government? ( ) Yes (X) No

If yes, when, for what reason, and when were they reinstated:

The undersigned agrees to notify the Maricopa County Community College District of any change in this status, should one occur, until such time as an award has been made under this RFP.

The undersigned certifies that to the best of his/her knowledge:

- There is no officer or employee of the Maricopa County Community College District, its Colleges or Centers, who has, or whose relative has, a substantial interest in any contract award pursuant to this proposal.

- The names of any and all public officers or employees of the Maricopa County Community College District, its Colleges or Centers, who have, or whose relative has, a substantial interest in any contract award pursuant to this proposal are identified by name as part of this proposal.

- Pursuant to Arizona Revised Statutes 35-391.06 & 35.393.06, proposer certifies that it does not have a scrutinized business operation in either Sudan or Iran.
SIGNATURE ____________________________

(PRINTED NAME) Joe Kolar ____________________________

TITLE Area Vice President ____________________________

COMPANY Securitas Security Services USA, Inc ____________________________

ADDRESS 2122 E. Highland Ave, Suite 100 ____________________________

CITY, STATE, ZIP Phoenix AZ 85016 ____________________________

TELEPHONE 602-246-6000 ____________________________

FAX NUMBER 602-414-3641 ____________________________

E-MAIL joe.kolar@securitasinc.com ____________________________
Please fill in the requested information below as acknowledgment that you have received this addendum as noted above. **Please include a signed copy of this Addendum Acknowledgment IN YOUR PROPOSAL when it is submitted.**

Name of Firm: **Securitas Security Services USA, Inc.**

Address: **2122 E. Highland Ave. Suite 100**

Phoenix, AZ 85016

Fax #: (818) 706-6247  Tel.: (602) 414-3852

Name:(Print)  **Joe Kolar**  Title: **Area Vice President**

Signature:  

Date: **08/30/13**

E-Mail:  **joe.kolar@securitasinc.com**
**REQUIRED LOCATIONS**

Securitas has read and understands the following four locations are required service areas.

<table>
<thead>
<tr>
<th>MCCCD Location</th>
<th>Hours of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>District Office</td>
<td>Monday-Friday, 7:00am – 11:30pm</td>
</tr>
<tr>
<td>District Office-Emerald Point</td>
<td>Monday-Friday, 7:00am – 10:00pm</td>
</tr>
<tr>
<td>Phoenix College Downtown Center</td>
<td>Monday-Friday, 7:00am – 9:30pm</td>
</tr>
<tr>
<td></td>
<td>Saturday, 8:00am – 1:00pm</td>
</tr>
<tr>
<td>Glendale Community College North</td>
<td>Monday-Friday, 10:30pm – 6:30am</td>
</tr>
<tr>
<td></td>
<td>Saturday-Sunday, 3:00pm – 6:30am</td>
</tr>
<tr>
<td></td>
<td>All Holidays</td>
</tr>
</tbody>
</table>
**OPTIONAL LOCATIONS**

Securitas has read and understands the following locations may require service throughout the year and we will be notified of new requirements.

<table>
<thead>
<tr>
<th>MCCCD Location</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>District Office</td>
<td>2411 W. 14th Street, Tempe</td>
</tr>
<tr>
<td>District Office-Emerald Point</td>
<td>2419 W. 14th Street, Tempe</td>
</tr>
<tr>
<td>Chandler-Gilbert Community College (CGCC)</td>
<td>2626 E. Pecos Road, Chandler</td>
</tr>
<tr>
<td>CGCC Williams Campus</td>
<td>7360 E. Tahoe Avenue, Mesa</td>
</tr>
<tr>
<td>CGCC Sun Lakes Campus</td>
<td>2510 S. Alma School Road, Sun Lakes</td>
</tr>
<tr>
<td>Estrella Mountain Community College (EMCC)</td>
<td>3000 N. Dysart Road, Avondale</td>
</tr>
<tr>
<td>EMCC Southwest Skill Center</td>
<td>3000 N. Dysart Road, Avondale</td>
</tr>
<tr>
<td>Gateway Community College (GWCC)</td>
<td>108 N. 40th Street, Phoenix</td>
</tr>
<tr>
<td>Maricopa Skill Center</td>
<td>1245 E. Buckeye Road, Phoenix</td>
</tr>
<tr>
<td>Cutting Edge Style Academy</td>
<td>7565 W Peoria Ave, Peoria</td>
</tr>
<tr>
<td>Northwest Skill Center</td>
<td>2931 W. Bell Rd., Phoenix</td>
</tr>
<tr>
<td>Glendale Community College (GCC)</td>
<td>6000 W. Olive Avenue, Glendale</td>
</tr>
<tr>
<td>Glendale Community College North</td>
<td>5727 W. Happy Valley Road, Phoenix</td>
</tr>
<tr>
<td>Mesa Community College (MCC)</td>
<td>1833 W. Southern Avenue, Mesa</td>
</tr>
<tr>
<td>MCC Red Mountain Campus</td>
<td>2305 N. Power Road, Mesa</td>
</tr>
<tr>
<td>MCC Downtown Center</td>
<td>145 N. Centennial Way, Mesa</td>
</tr>
<tr>
<td>Paradise Valley Community College (PVCC)</td>
<td>18401 N. 32nd Street, Phoenix</td>
</tr>
<tr>
<td>PVCC @ Black Mountain</td>
<td>34250 N. 60th Street, Scottsdale</td>
</tr>
<tr>
<td>Phoenix College (PC)</td>
<td>1202 W. Thomas Road, Phoenix</td>
</tr>
<tr>
<td>Phoenix College Downtown Center</td>
<td>640 N. First Avenue, Phoenix</td>
</tr>
<tr>
<td>Community University @ Surprise</td>
<td>15950 N. Civic Center Plaza, Surprise</td>
</tr>
<tr>
<td>Rio Salado College (RSCC)</td>
<td>2323 W. 14th Street, Tempe</td>
</tr>
<tr>
<td>Scottsdale Community College (SCC)</td>
<td>9000 E. Chaparral Road, Scottsdale</td>
</tr>
<tr>
<td>SCC Business Institute</td>
<td>14350 N. 87th Street, Scottsdale</td>
</tr>
<tr>
<td>South Mountain Community College (SMCC)</td>
<td>7050 S. 24th Street, Phoenix</td>
</tr>
</tbody>
</table>
EXCEPTIONS

We appreciate the generally fair and common sense approach in the Request for Proposal, 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 Maricopa Community College (“Client”) and Securitas Security Services USA, Inc. (“Company”) and be controlling. The following items are important, but they are negotiable.

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

1. Item 3.8 (Insurance): If any of Company’s required insurance is canceled, notice will be delivered in accordance with insurance policy provisions (a statement to this effect will be on Company’s certificate of insurance).
2. Item 3.9 (Indemnification): Company will defend, controlling such defense, and indemnify Client, 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 of Company while acting within the scope of its specified duties. However, Company’s liability will in no event exceed $1 million, and Company will not be liable for any punitive or consequential damages or damages arising from events beyond Company’s reasonable control. Additional insureds will only be covered by Company’s insurance for liability assumed by Company in these Exceptions, subject to the terms of Company’s insurance.
3. Item 3.44 (Revisions to the Contract Work or Price): It is Company’s understanding that the Affordable Care Act will affect all businesses within the United States. In the event the Affordable Care Act results in increased costs due to new healthcare premiums or mandated health coverage for Company officers providing services under the Agreement, Company reserves the right to request renegotiation of the rates to account for such increased costs, and Client agrees to negotiate with Company in good faith if such a request is made. Company will work closely with Client at introducing value added services, including technology, to mitigate any potential rate increases.
4. Additional Term: 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.
5. Additional Term: Company, or a subcontractor or vendor of Company, may provide or install equipment in connection with the services provided by Company, and Client consents to any installation. All such equipment is for Company’s use and will always be Company property. Company is not selling or leasing any of the equipment to Client, and Company provides no warranty to Client regarding the equipment. Any implied warranties of merchantability and fitness for a particular purpose that may apply to the equipment are excluded. Company will be provided with reasonable time and access to remove all its equipment upon termination of the Agreement.
6. Additional Term: Company may terminate the Agreement without cause or penalty upon thirty days’ written notice. Also, either party may terminate the Agreement if Company’s insurer cancels or materially alters Company’s insurance.
PROPOSAL DOWNLOAD RECEIPT

-------------------------------------------------------------------

DOWNLOADED: 09-04-2013
PROPOSAL ID: 20572