

<b>SECURITY SERVICES 23RD JUDICIAL CIRCUIT BID OPENING 3-25-14</b>	<b>A &amp; S PROTECTION SPECIALISTS</b>	<b>SECURITAS SECURITY SERVICES USA</b>
	2910 TIMBER BLUFF DR HIGH RIDGE MO 63049	326 S 21ST STREET STE 500 ST LOUIS MO 63103
<b>ARMED PERSONNEL</b>		
Hourly Rate (per person)	\$17.00	\$26.54
Monthly Rate (per person)		\$2,300.13
<b>UNARMED PERSONNEL</b>		
Hourly Rate (per person)	\$17.00	\$26.54
Monthly Rate (per person)		\$2,300.13
<b>AFFIDAVIT COMPLETED</b>	YES	YES
<b>COPY OF INSURANCE PROVIDED</b>	Will Provide When Awarded Contract	YES
<b>COMMENTS:</b>	Provide a minimum of three contracted cliets: Alex Failoni, 314.614.7522. 6715 Manchester Rd, 63139, James Antonich, 636.938.4198, 207 Sunrise Dr 63025, Terri Rickman, 636.797.5348.	See attached information for references and additional information.



JEFFERSON COUNTY  
DEPARTMENT OF ADMINISTRATIVE SERVICES  
729 MAPLE ST / PO BOX 100  
HILLSBORO MO 63050  
WWW.JEFFCOMO.ORG

Invitation for Bid: **SECURITY SERVICES-23<sup>RD</sup> JUDICIAL** Date Issued: **02-24-14**  
**CIRCUIT**

BIDS SHALL BE ACCEPTED UNTIL: MARCH 25, 2014, AT 2:00 P.M. LOCAL TIME.

**Specification  
Contact:**

**TERRI RICKMAN**  
Chief Deputy Juvenile Officer  
636-797-5348

**Contract  
Contact:**

**VICKIE PRATT**  
Department of Administrative Services  
636-797-5382

**Mail (3) Three  
Complete Copies  
With Vendor And  
Bid Information As  
Shown In Sample:**

**SAMPLE ENVELOPE**

*VENDOR NAME*  
*VENDOR ADDRESS*  
*CONTACT NUMBER*      **DEPARTMENT OF THE COUNTY CLERK**  
**JEFFERSON COUNTY MISSOURI**  
**729 MAPLE ST / PO BOX 100**  
**HILLSBORO MO 63050-0100**  
**SEALED BID: (BID NAME)**

**Contract Term:**  
**UPON APPROVAL OF THE  
COUNTY COUNCIL AND  
COUNTY EXECUTIVE**

The undersigned certifies that he/she has the authority to bind this company in an agreement/contract to supply the commodity or service in accordance with all terms, conditions, and pricing specified. This Bid, if accepted, will constitute an Agreement and Contract with Jefferson County, Missouri, upon approval of the County Council and County Executive. Prices are firm during this agreement term, unless agreed upon in writing by the County. The County has the option to renew this agreement at the same terms and conditions as the original agreement for one additional one-year term with the written consent of the successful Bidder. Price increases for renewals are not authorized unless approved in writing by the County.

**Vendor  
Information:**

<i>SECURITAS SECURITY SERVICES, USA</i>	<i>MARK WILLENBRINK</i>
<b>Company Name</b>	<b>Authorized Agent (Print)</b>
<i>326 S 21<sup>ST</sup> STREET, SUITE 500</i>	<i>[Signature]</i>
<b>Address</b>	<b>Signature</b>
<i>ST. LOUIS, MO 63103</i>	<i>BRANCH MANAGER</i>
<b>City/State/Zip Code</b>	<b>Title</b>
<i>314-231-2122</i>	<i>3/24/14 71-0912217</i>
<b>Telephone #</b>	<b>Date</b>
<i>MARK.WILLENBRINK@SECURITASINC.COM</i>	<b>Tax ID #</b>
<b>E-mail</b>	<i>314-231-2134</i>
	<b>Fax #</b>

## **Securitas Security Services, USA References**

1. 22<sup>nd</sup> Judicial Courts – St. Louis, Missouri

- a. Steve Buttice
- b. 314-808-7999
- c. 920 N. Vandeventor
- d. St. Louis, MO

2. American Cancer Society

- a. Jeff Biffar
- b. 314-286-8195
- c. 4207 Lindell
- d. St. Louis, MO

3. East Central College

- a. Mark Easton
- b. 636-368-2183
- c. 1964 Prairie Dell Road
- d. Union, MO



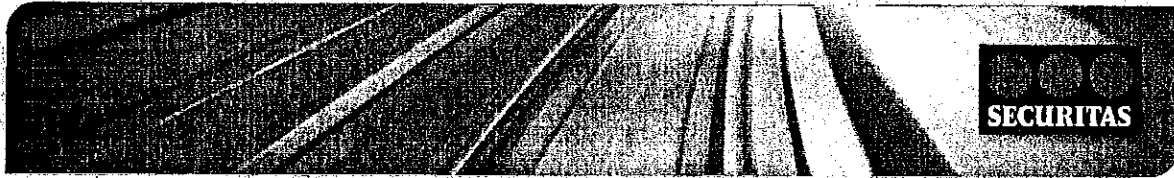
Garrett Cizek, BDM  
(314)231-2122 | garrett.cizek@securitasinc.com



## **Securitas Security Services RFP Overview**

Proposal Prepared for:

**Jefferson County - 23rd Judicial Circuit**



## 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 Jefferson County - 23rd Judicial Circuit. In addition, this proposal may be distributed only to those employees or affiliates within Jefferson County - 23rd Judicial Circuit who have direct responsibility for the proposal/decision-making process.



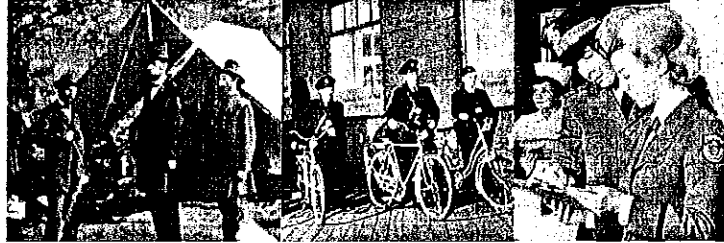


## COMPANY HISTORY

### OVERVIEW

Securitas Security Services USA, Inc. (Securitas USA) is the largest provider of

security officer services in the United States. Securitas USA has more than 450 branch managers throughout the U.S. Securitas employs approximately 88,000 security officers in North America. Securitas USA's revenues in 2012 were over \$3.0 billion.

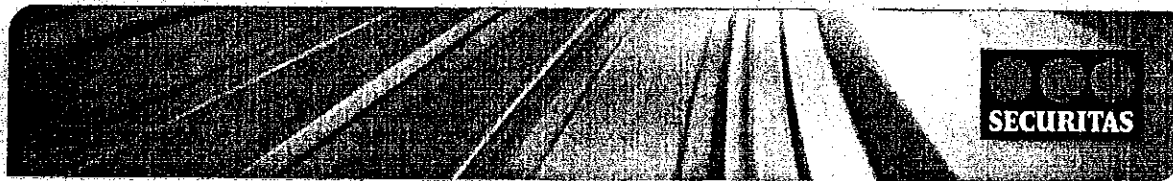


The parent company of Securitas USA is Securitas AB, the world's largest provider of security services. Securitas AB is a publicly owned company that is headquartered in Stockholm, Sweden. Securitas AB has approximately 250,000 employees worldwide, with established operations in 37 countries and the 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.



**Allan Pinkerton**  
**Founder**  
**Pinkerton's National**  
**Detective Agency**

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

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

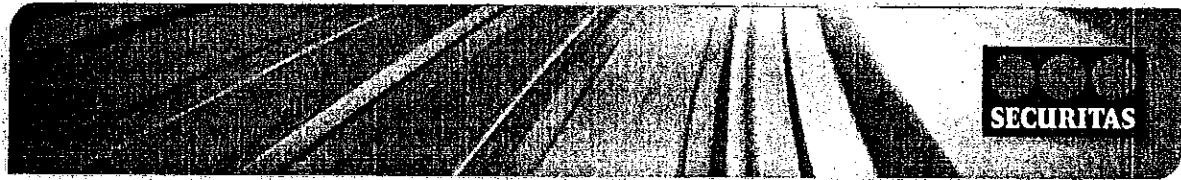
In 2000, Securitas AB acquired another legendary, American private security firm, Burns International. Founded in 1909, the William J. Burns Detective Agency was also headquartered in Chicago. Burns was a man of integrity who had served as a national crime watchdog. During his career, he was known as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

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

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



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



## EXECUTIVE SUMMARY

### DEPARTMENT OF HOMELAND SECURITY CERTIFICATION & DESIGNATION

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

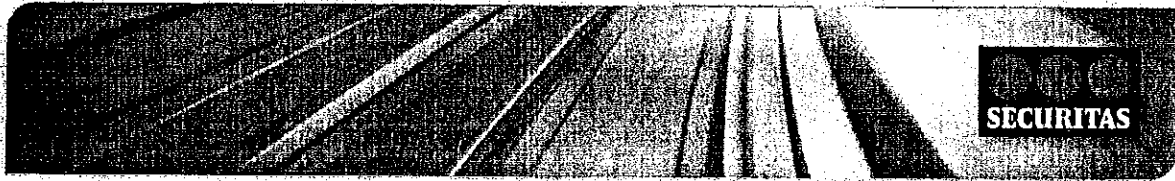
### INTRODUCTION

- **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. Every account matters!
- **Global Presence:** Securitas is the world's largest provider of security officers and related services. We are established in the U.S., Canada, Mexico, Europe, South America and Asia and 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. To this end, we have implemented a comprehensive Total Quality Management approach to doing business.

### COMPANY HISTORY

- Securitas Security Services USA, Inc. (Securitas USA) is the largest provider of security officers in the world.
- 450 branch portfolios throughout North America—Guarding, Government Services, Critical Infrastructure and Corporate Risk Management
- Approximately 88,000 U.S. employees/ 240,000 employees worldwide.
- Established operations in 30 countries, services provided in approximately 90 countries worldwide
- Total revenues in 2012; over \$9.8 Billion
- Securitas acquired Pinkerton in 1999
- Securitas acquired Burns International and smaller companies in 2000
- July 2003 all U.S. operations united under the single name of Securitas Security Services USA, Inc.
- Total Security Solutions Provider





## CAPABILITIES OVERVIEW

- Securitas Security Services USA, Inc. provides a wide variety of security officer and related services on a global basis through our parent company, Securitas AB

## PEOPLE

- Recruiting Sources Include:
  - Web Page ([www.Securitasinc.com](http://www.Securitasinc.com)), Local newspapers, College campus placement centers, state employment commissions/development departments, Veterans' groups, Senior organizations, City and county social service agencies, Private industry councils, JTPA programs, Vocational centers, Military organizations, Police officers, Job fairs, Employee referrals (referral bonuses)
- Minimum Hiring Standards:
  - At least 18 years of age
  - Reliable means of communication
  - Reliable means of transportation
  - Legal right to work in the United States
  - Ability to effectively speak, read and write English
  - High school diploma or GED
  - Willingness to participate in the Company's stringent pre-employment screening process
  - Able to qualify for and obtain a state security officer license, where applicable
- Hiring Process:
  - Comprehensive job application
  - Initial Interview
  - Securitas Employment Assessment Tool (SEAT)
  - Drug Screening
  - Background Verification
  - Assignment/Scheduling Meeting
  - Site interview with client (client can accept/decline candidates chosen for site)
  - Security Officer Introduction/Questionnaire/Exam
- Benefits/Incentive Plan
  - Variety of medical plans available
  - Dental plans
  - Vision care
  - 401(k) Savings Plan
  - Life and Accident Insurance
  - Voluntary Supplemental Life Insurance
  - Employee Assistance Program



- Local Services—Discount Programs
- Holiday Pay
- Paid vacations
- Free Uniforms
- Direct Deposit
- Sons and Daughters Scholarship Program
- Certificate of Merit for Customer Service
- Security Officer of the Month
- Security Officer of the Year
- Regional Officers of the Year
- Regional Supervisor and Employee of the Month
- Regional Supervisor of the Year
- National Officers of the Year
- Service Heroes Recognition Program to be nominated to be in the "Excellence in Service"
- Medal for Meritorious Service
- Medal of Valor
- Service/Tenure Awards

## PROCEDURES

- Account Management
  - Site Supervision—Site Manager, Shift Supervisors, Field Supervisors, Flex Force
  - Branch Supervision—Area Vice President, Branch Manager, Human Resource Manager, Recruiter, Training Manager, Scheduling Manager, Accounts Payable/Receivable
  - Regional Support Teams—Region President, Vice President of Sales, Vice President of Human Resources and Training, Regional Controller
- Post Orders Document System (PODS) - PODS is a proprietary software program that ensures that all of the client's expectations are being met in the post orders. This template ensures consistency and provides our officers with the detailed information needed to perform their jobs to your expectations.
- Transition Plan
  - Detailed transition schedule with time-lines and action plans
  - Transitions are typically completed within thirty (30) days of an agreement
  - Implementation Plan—First 60 days of account start up. Calls for enhanced management presence on site.



## TRAINING

- Training Programs
  - Level 1 Training—Introduction to Security
  - Level 2 Training— Career development, Site Specific Training & Advanced Certification Training (ACT)
  - Level 3 Training—Specialized Training
  - E-Learning and the Securitas on-line Academy
  - On-going Professional Development
  - Annual Refresher Training
  - Value-Added Training Solutions
  - Additional Specialized Training Programs per industry/market
  - Supervisor Training

## TOOLS

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

## FEEDBACK

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



## 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.

Securitas USA Advantage	Client Benefits
Specialization	<ul style="list-style-type: none"> <li>• Vertical market expertise</li> <li>• Specialized training</li> <li>• Industry associations</li> </ul>
Flat organization	<ul style="list-style-type: none"> <li>• Focused management by geographical location or vertical market</li> <li>• Security resources close to clients</li> <li>• Rapid, flexible decision making</li> <li>• Entrepreneurship and ownership</li> </ul>
Local support	<ul style="list-style-type: none"> <li>• 250+ branch offices</li> <li>• 450+ branch managers in all 50 states</li> </ul>
Expertise	<ul style="list-style-type: none"> <li>• Security—Be a security professional</li> <li>• Services—Provide optimal service</li> <li>• Business—Create a business relationship that is a win-win</li> <li>• Client—Build a security program that is in line with client expectations and profile</li> </ul>
Solutions	<ul style="list-style-type: none"> <li>• Built with the five (5) key categories of the Securitas Service Wheel</li> <li>• Long-term partnership</li> <li>• Bring added-value</li> </ul>
Single point of contact:	<ul style="list-style-type: none"> <li>• A single contact to local, regional &amp; national levels</li> <li>• Immediate communication with management</li> <li>• Direction, support &amp; expertise from key management</li> </ul>
Corporate culture	<ul style="list-style-type: none"> <li>• Consistent, professional standards</li> <li>• Pride in quality work</li> <li>• Opportunities for advancement</li> <li>• 'Living wage' for officers</li> <li>• Self-esteem in the security profession</li> </ul>
The right people	<ul style="list-style-type: none"> <li>• Thoroughly screened security personnel</li> <li>• Qualified, motivated &amp; proper fit for job tasks</li> </ul>
Quality improvement	<ul style="list-style-type: none"> <li>• Specific goals &amp; metrics for quality improvement</li> <li>• Supported by all management personnel</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>• Leading-edge Technology</li> <li>• Continuous improvement</li> <li>• Increasing overall effectiveness &amp; productivity</li> </ul>



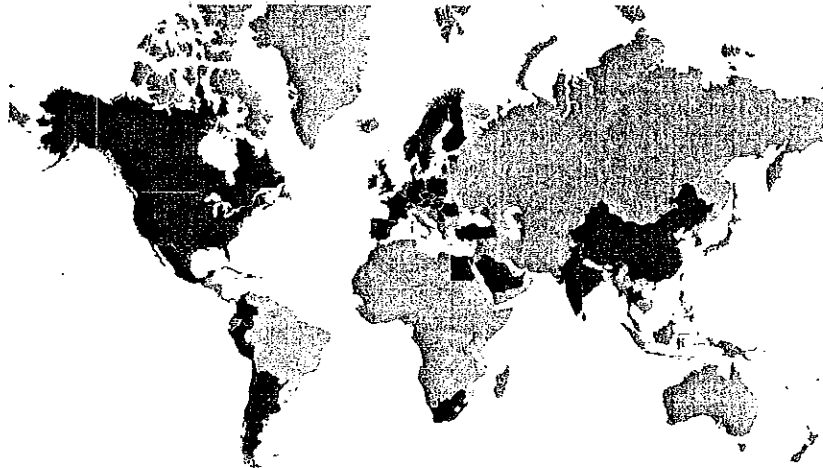


Securitas USA Advantage	Client Benefits
Process improvement	<ul style="list-style-type: none"> <li>• Defining service processes</li> <li>• Identifying process improvements</li> <li>• Enhances value &amp; effectiveness, reduces costs</li> </ul>
Total security solution	<ul style="list-style-type: none"> <li>• Combine service contracts: officers, patrol service &amp; alarm response</li> <li>• Reduces overall cost</li> <li>• Greater integration &amp; coordination of security service</li> </ul>
Training	<ul style="list-style-type: none"> <li>• Wide range of programs for officers</li> <li>• Multiple delivery: online, in-person, DVDs, self-study</li> <li>• Documented for full compliance</li> </ul>
Measureable quality assurance	<ul style="list-style-type: none"> <li>• Service needs resolved in a timely &amp; effective manner</li> <li>• Quality measurements using Client Service Plans &amp; Service Excellence Plans</li> <li>• Custom &amp; standardized KPIs</li> <li>• Formal, regular performance reporting</li> </ul>
Financial stability	<ul style="list-style-type: none"> <li>• Over \$9 billion in revenue, parent Securitas AB</li> </ul>






## CAPABILITIES OVERVIEW

















































Securitas Security Services USA, Inc. is able to provide a wide variety of security officer and related services on a global basis through our parent company, Securitas AB, and strategic partnerships with selected companies throughout the world.



The following tables illustrate the global locations where Securitas AB's services are available on a country-by-country basis.

### Key Legend

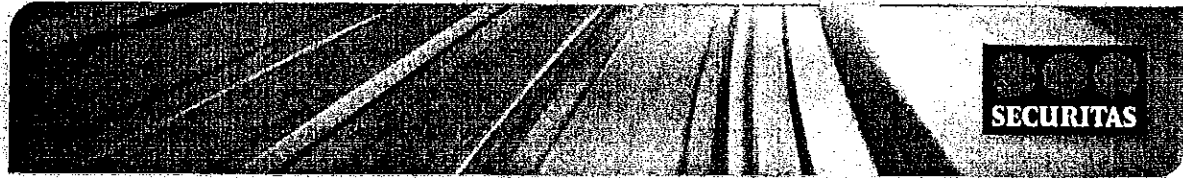
 Securitas USA self-perform
  Securitas USA division (Pinkerton C&I)
  Strategic partner

Country	Uniform Security	Consulting & Investigations	Country	Uniform Security	Consulting & Investigations
<b>North America</b>			<b>Europe, Middle East &amp; Africa</b>		
Canada			Austria		
United States			Belarus		
Mexico			Belgium		
<b>Caribbean &amp; Latin America</b>			Bulgaria		
Argentina			Croatia		
Bolivia			Cyprus		
Brazil			Czech Republic		
Chile			Denmark		
Colombia			Dubai		
Costa Rica			Egypt		
Ecuador			Estonia		
Guatemala			Finland		
Panama			France		
Peru			Germany		
			Greece		



Puerto Rico	SECURITAS	●
Tobago	●	
Trinidad		
Uruguay	SECURITAS	●
Venezuela	●	●
Asia-Pacific		
Australia	●	●
China	SECURITAS	●
Hong Kong	SECURITAS	●
India	SECURITAS	●
Indonesia	●	●
Japan		●
Malaysia	●	●
Philippines	●	●
Singapore	●	●
South Korea	●	●
Taiwan	SECURITAS	●
Thailand	SECURITAS	●
Vietnam	SECURITAS	●

Hungary	SECURITAS	●
Ireland	SECURITAS	●
Israel		●
Italy	●	●
Jordan		●
Kenya	●	●
Kuwait		●
Latvia		●
Lebanon		●
Lithuania		●
Luxemburg	SECURITAS	●
Morocco		●
Netherlands	SECURITAS	●
Norway	SECURITAS	●
Oman	●	●
Pakistan		●
Poland	SECURITAS	●
Portugal	SECURITAS	●
Qatar		●
Romania	SECURITAS	●
Russia	●	●
Saudi Arabia	SECURITAS	●
Serbia	SECURITAS	●
Slovakia	SECURITAS	●
South Africa	SECURITAS	●
Spain	SECURITAS	●
Sweden	SECURITAS	●
Switzerland	SECURITAS	●
Turkey	SECURITAS	●
UAE	SECURITAS	●
Ukraine		●
United Kingdom	SECURITAS	●
Yemen	●	●



## DEPARTMENT OF HOMELAND SECURITY CERTIFICATION AND DESIGNATION

### SUPPORT ANTI-TERRORISM BY FOSTERING EFFECTIVE TECHNOLOGIES (SAFETY) ACT



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

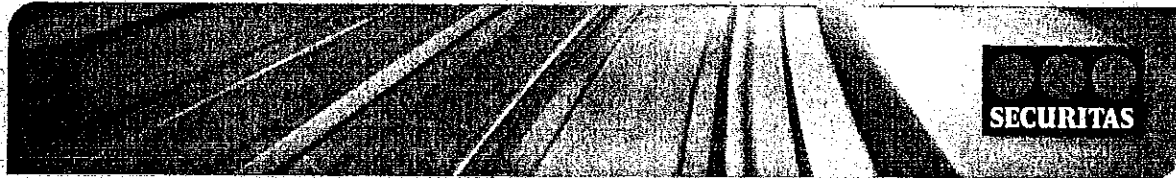
Congress passed the SAFETY Act as part of the Homeland Security Act of 2002 to encourage the developments of anti-terrorism products and services by limiting liability from claims brought as a result of a DHS-designated terrorist attack where approved anti-terror technology or services are deployed.

Briefly, here is what this protection means to you:

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

\*For more information about the Department of Homeland Security and the SAFETY Act, visit [www.safetyact.gov](http://www.safetyact.gov)





## INTRODUCTION

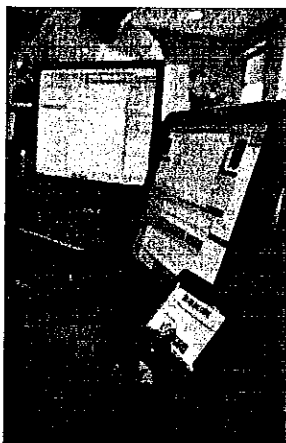
We live in a world in which concerns for safety and security escalate daily. From a business perspective, these uncertainties apply to the well-being not only of people, but also of buildings, equipment, competitive information, and research and development information.

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.



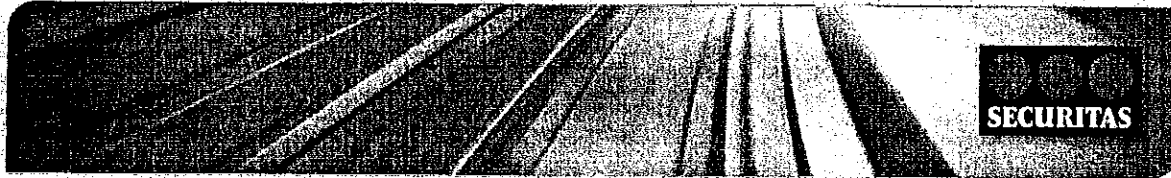
Jefferson County - 23rd Judicial Circuit mission can be accomplished by leveraging the multiple services of Securitas Security Services USA, Inc. (Securitas USA) with the expected outcome of promoting organizational service delivery standardization and reduced procurement costs, through the identification of one enterprise-wide security company as a partner to Jefferson County - 23rd Judicial Circuit.

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 21<sup>st</sup> Century.

We recognize that Jefferson County - 23rd Judicial Circuit 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 Jefferson County - 23rd Judicial Circuit.



## 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

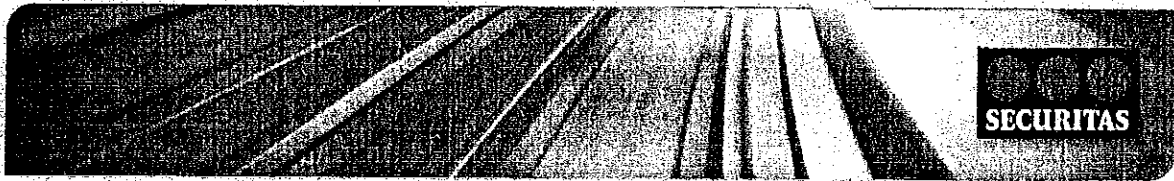
Securitas USA's parent company, Securitas AB, is the world's largest provider of security officers and related services. Our worldwide network of affiliated security, consulting and investigations offices enables us to provide efficient, coordinated services to clients that conduct business internationally. 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 Jefferson County - 23rd Judicial Circuit.

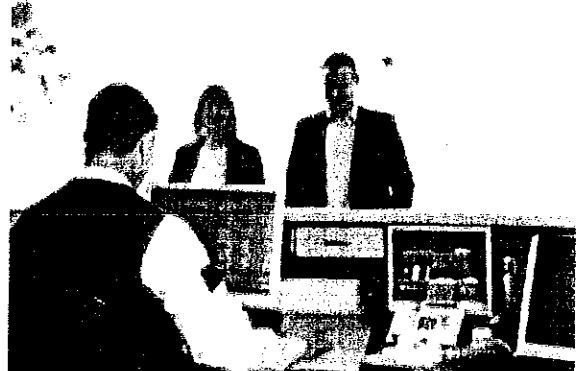


## PEOPLE

### RECRUITING

At Securitas USA, our business is based on people. Therefore, Securitas USA has developed and produced an extensive manual to support our field personnel in recruiting, hiring and leading employees. The recruiting guidelines, SERVICE HEROES, include recruiting strategies, programs and processes to effectively attract the right people to our company. Recruiting functions are handled by the human resources manager of each local office servicing Jefferson County - 23rd Judicial Circuit.

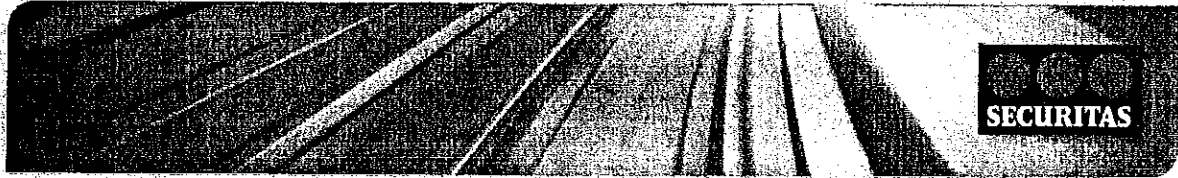
Recruiting sources include our recruiting web page ([www.Securitasjobs.com](http://www.Securitasjobs.com)), local newspapers, college campus placement centers, state employment commissions/development departments, veterans' groups, senior organizations, city and county social service agencies, private industry councils, JTPA programs, vocational centers, military organizations, civil police offices, job fairs, specifically targeted groups and employee referrals (referral bonuses), and numerous other qualified employment sources listed in our SERVICE HEROES best practices. In low unemployment areas, we may offer sign-on bonuses (based on length of employment).



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

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

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



## THE TALENT NETWORK

In support of our continuous efforts to attract top talent to Securitas, we have partnered with CareerBuilder to implement a new recruitment tool called the Talent Network. While there are a number of features inside the Talent Network, for us it will serve as a way to communicate the importance we place on continuously connecting with the right people. Throughout the pages of the Talent Network, we will provide interested candidates information on why the right people are so important to our business, what it is like to be a Securitas employee, and why we have maintained our position as the industry leader. With The Talent Network we will be able to:

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



## SELECTION AND HIRING OF PERSONNEL

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

Securitas USA selected Kronos Inc's Enterprise Talent Suite™ to hire and develop the best workforce in the industry. With Kronos, Securitas USA has the ability to source and prescreen candidates, administer 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.



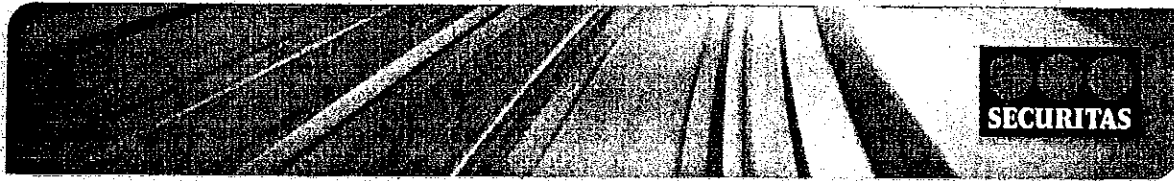
Kronos Inc's Hiring Management System (HMS) includes a new security officer assessment called SEAT (Securitas Employment Assessment Tool) that was specifically developed to find the best security officer candidates. SEAT is discussed below in further detail.

The Kronos HMS is a web-based product that includes an on-line employment application, a toll free telephone pre-screening 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 3<sup>rd</sup> party vendor for background, drug and WOTC tax credit screening.

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

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

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

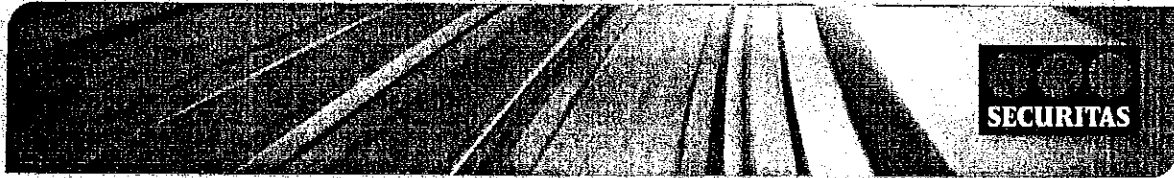
The following is a brief overview of Securitas USA's pre-employment selection process to be used in support of Jefferson County - 23rd Judicial Circuit. Our step-by-step process goes well beyond the industry norm to focus on selecting world-class employees. In addition, our process identifies candidates 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 Jefferson County - 23rd Judicial Circuit.

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 Jefferson County - 23rd Judicial Circuit 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.

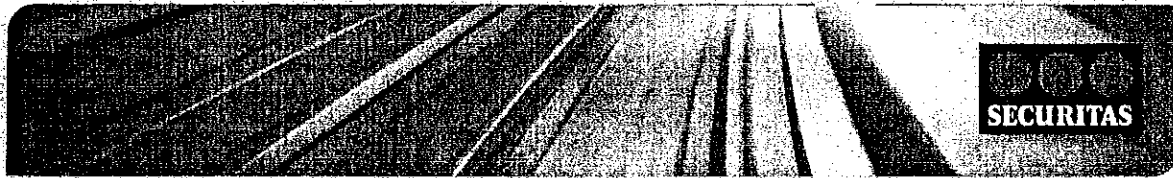
## STEP 2: INITIAL INTERVIEW

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.

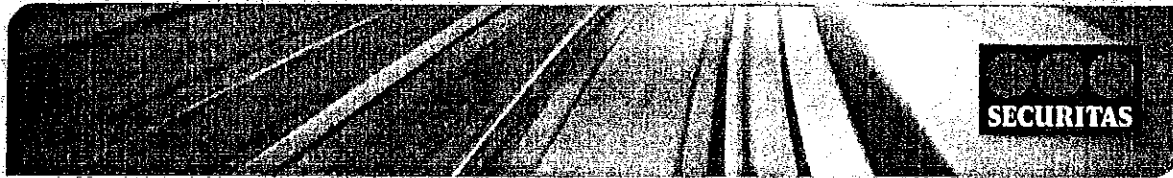
## STEP 4: BACKGROUND VERIFICATION

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 Jefferson County - 23rd Judicial Circuit.

## 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.



## BENEFITS AND INCENTIVE PROGRAMS

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

### MEDICAL PLANS

Securitas USA offers a variety of medical plans through payroll deduction and/or client contribution. Our self-insured Point of Service plans, EPO and HMOs are administered by Anthem, and in many cases exceed the security industry standard. We also provide access to many regional HMOs. Detailed comparative information regarding coverage and premium costs for all plans is available.

### HEALTH INFORMATION AND ASSISTANCE

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

- Anthem Member Website ([www.anthem.com/ca](http://www.anthem.com/ca))
- Find a Doctor
- 24/7 NurseLine
- Estimate your Cost
- Anthem ConditionCare disease management program

### DENTAL PLANS

Securitas USA offers a choice of two different dental plans through Aetna. Both the PPO and the DMO dental plan provide excellent coverage and are available to Securitas USA employees through payroll deduction and/or client contribution. The DMO is not available in all areas. A voluntary dental plan is offered in certain cases.

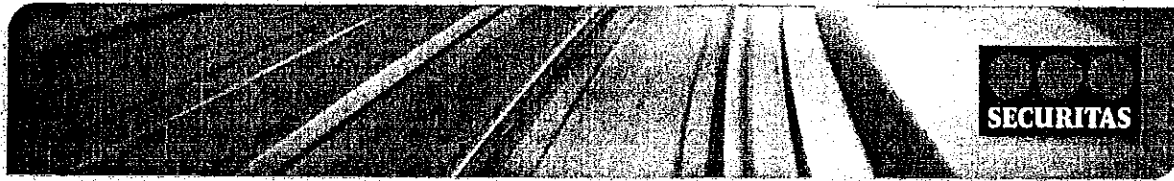
### VISION CARE

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

### 401(K) SAVINGS PLAN

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





## LIFE AND ACCIDENT INSURANCE

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

## VOLUNTARY SUPPLEMENTAL LIFE INSURANCE

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

## EMPLOYEE ASSISTANCE PROGRAM

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

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

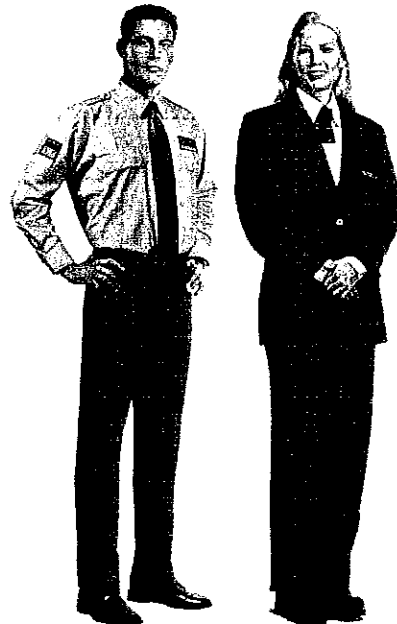
- marital, relationship and family problems.
- alcohol and drug dependency.
- stress and anxiety.
- depression.
- grief and loss.
- child and elder care assistance.
- financial issues.
- legal services.

## HOLIDAY PAY

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

## PAID VACATIONS

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





## UNIFORMS

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

## PAYROLL CHOICES

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

The benefits of the EPAY Card include:

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

## SONS AND DAUGHTERS SCHOLARSHIP PROGRAM

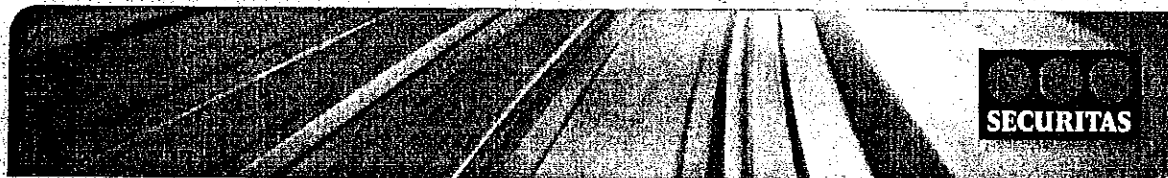
Securitas USA has established a scholarship program to help finance higher education for the children of its security officers. Children of Securitas USA security officers can receive a \$1,500 award that may be used for undergraduate study. Awards are given without regard to race, color, creed, religion,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

## INCENTIVE PROGRAMS

### Awards of Merit

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

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



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

### **Corporate Recognition**

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

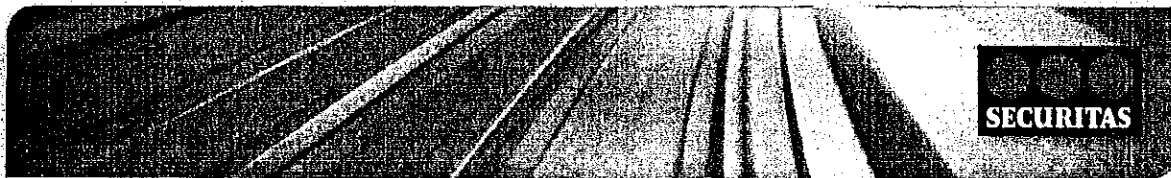
- Medal for Meritorious Service - Presented for courage and service above and beyond assigned duties in an emergency or disaster.
- Medal of Valor - Presented for risking one's life in the preservation of another's.

### **Service Awards**

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

## **ADDITIONAL INCENTIVES**

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



## PROCEDURES

### ACCOUNT MANAGEMENT

#### **Area Vice President (AVP)**

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:

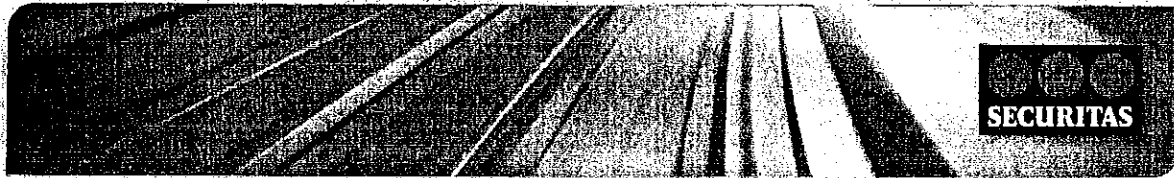
- **Field Supervisor Visits:** A Securitas USA supervisor schedules visits with each post, and assures the quality of the security officers' performance and appearance.
- **Field Supervisor On-Site Training:** Field supervisors are available to conduct on-site training and follow-up training in all basic 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**

The branch manager provides active oversight of all accounts in his/her area. The branch manager facilitates decisions to meet the needs of Jefferson County - 23rd Judicial Circuit, and meets regularly with the security manager at Jefferson County - 23rd Judicial Circuit to evaluate service levels.

#### **Human Resources Manager**

The human resources manager leads the hiring and selection process for all employees, personally interviews each candidate for selection to serve the Jefferson County - 23rd Judicial Circuit account, and manages benefits, employee relations and recruiting.

**Recruiter**

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**

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 Jefferson County - 23rd Judicial Circuit 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**

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.

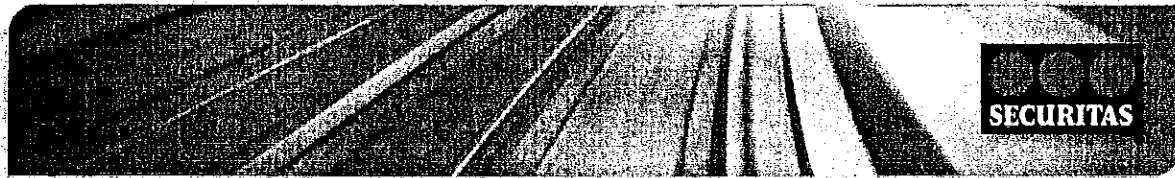
**Accounts Payable/Accounts Receivable**

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.

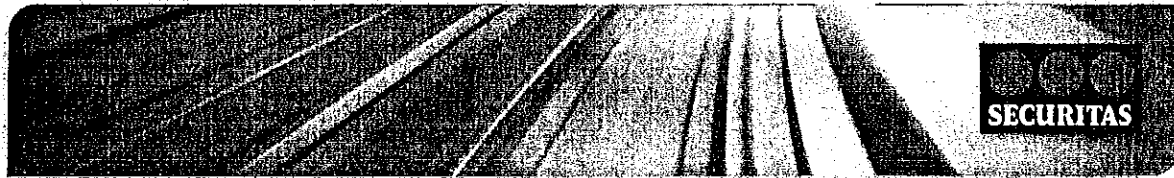
### **Regional Directors of Training and Development**

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.





# SECURITY OFFICER TRAINING & CERTIFICATION

## 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.



Jefferson County - 23rd Judicial Circuit initial training requirements will be fulfilled within a mutually agreeable timeframe for all officers prior to permanent placement at Jefferson County - 23rd Judicial Circuit 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.

Level 1
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:
Security Officer Introduction - covers many general subjects, including Introduction, Role of Security Officer, Legal Powers and Limitations, Emergency Situations, Communications and Public Relations, Access Control, Diversity, Policies Against Sexual Harassment, Ethics and Conduct.
Hazard Communications.
Blood-borne Pathogens.
State Licensing.
Harassment Awareness.
Security Officer Handbook.



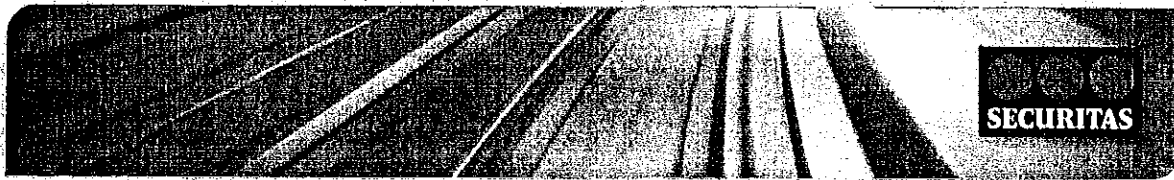
Level 2	
Level Two focuses on career development and includes site-specific training as well as Securitas USA's premier Advanced Certification Training (ACT) Program and specialized industry-specific programs. A site-specific training program focusing directly on Jefferson County - 23rd Judicial Circuit requirements will be developed upon our selection as your security partner. On-the-job training, conducted mostly on-site at Jefferson County - 23rd Judicial Circuit, 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.	
Site Orientation	AED/CPR/First Aid
Post Orders	Vertical Market Certification
Safe Driving Program	Metal Detectors/Wanding
Advanced Certification Training (ACT) 1	Firearms Instruction (if applicable)
Advanced Certification Training (ACT) 2	Work Stoppage Security
Advanced Certification Training (ACT) 3	In-Service Training
Customer Service	
Level 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.	
Workplace Violence	Professional Ethics
Loss Prevention	Harassment and Discrimination
Security Surveys and Risk Assessment	Teamwork and Leadership
Advanced Customer Service	Hazmat Awareness Level
Homeland Security Issues	Advanced Guarding Technology
Emergency Response	

## 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.



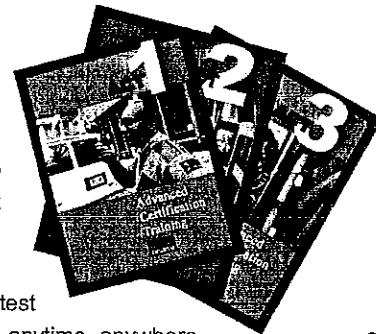
Securitas USA's e-learning program delivers training when and where it's needed, with 24/7 learning access, both custom and off-the-shelf courseware, and standardized training across the organization. It is the perfect solution for just-in-time training for compliance issues, industry standards, homeland 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 Jefferson County - 23rd Judicial Circuit. We specifically encourage our security officers to participate as an opportunity to further their security knowledge and to prepare them for advancement both at Jefferson County - 23rd Judicial Circuit 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:

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

## ONGOING PROFESSIONAL DEVELOPMENT

Ongoing professional development is a key element in maintaining security officer knowledge, skills and professional dedication. Ongoing development plans designed to meet Jefferson County - 23rd Judicial Circuit 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 <sup>SM</sup> program.

### Security Spotlight

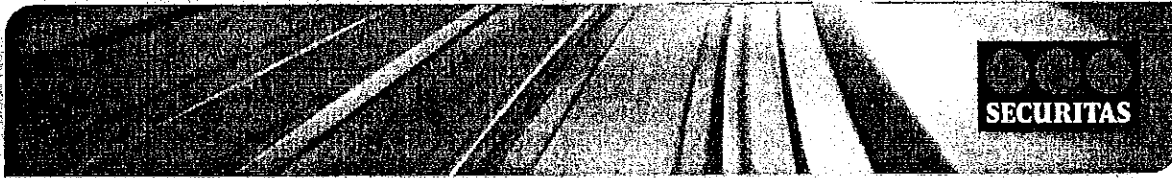
Distributed on a monthly basis, Security Spotlight examines issues and procedures surrounding current security concerns. Written for security staff as well as clients and their employees, Security Spotlight proactively examines security issues relative to current events and risks such as terrorism awareness 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 <sup>SM</sup>

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 <sup>SM</sup> 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 Jefferson County - 23rd Judicial Circuit 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.

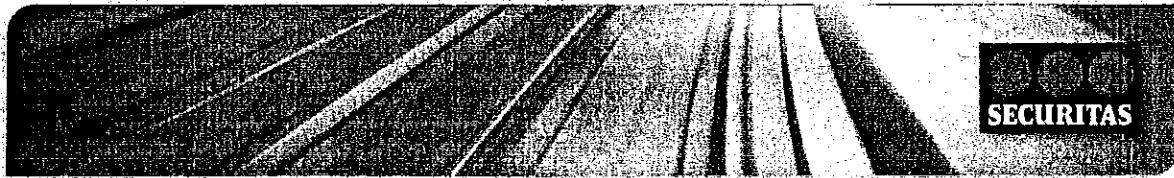
The value to Jefferson County - 23rd Judicial Circuit is that each and every officer will possess the necessary tools to provide world-class service at all of your facilities immediately upon assignment and as part of an on-going program.

## 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 Jefferson County - 23rd Judicial Circuit 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:

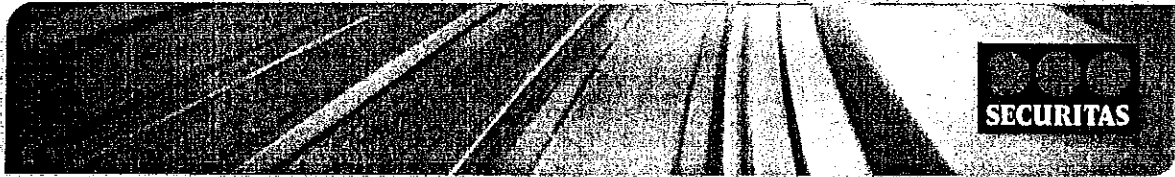
- Qualified individuals are identified as they proceed along the training succession paths and their skills are identified.
- The process of receiving and participating in training provides the officer with a sense of value to Securitas USA and Jefferson County - 23rd Judicial Circuit. This sense of 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

Area	Description
Accountability	<ul style="list-style-type: none"> <li>• Manage efforts in training, organizational improvement &amp; performance enhancement</li> </ul>
Instructor	<ul style="list-style-type: none"> <li>• Conduct training in a variety of settings &amp; develop curricula combining multiple existing &amp; acquired resources</li> </ul>
Assessments	<ul style="list-style-type: none"> <li>• Analyze performance of individuals, programs &amp; organizational units; develop performance &amp; competency models</li> </ul>
Client customization	<ul style="list-style-type: none"> <li>• Develop partnerships with clients by learning the clients' business &amp; collaborating to identify learning opportunities that will enhance the delivery of security services</li> </ul>
<b>Key Competencies of Security Trainers</b>	
<ul style="list-style-type: none"> <li>• Understanding of client business processes &amp; success factors</li> <li>• The ability to conduct job task analyses in complex environments &amp; develop corresponding curricula &amp; performance &amp;/or knowledge-based training modules based on varying needs</li> <li>• Planning, organizing &amp; leadership skills, particularly as they relate to the development of annual training plans for a branch office or a specific client</li> <li>• Presentation &amp; group facilitation skills</li> </ul>	



## TRAINING

### SECURITAS CENTER FOR PROFESSIONAL DEVELOPMENT



Securitas Center for Professional Development – USA

Our commitment to provide our clients with properly trained security officers was the driving force behind the creation of the Securitas Center for Professional Development – USA (SCPD). SCPD is a professional training management organization that

brings together dedicated trainers, cutting-edge courses, strategic business partnerships, and security industry experts to deliver world-class programs, products and services.

The value of SCPD to Jefferson County - 23rd Judicial Circuit will be evidenced by a professional training capability that presents innovative and state-of-the-art training programs to our security personnel assigned to protect employees, visitors and critical assets.

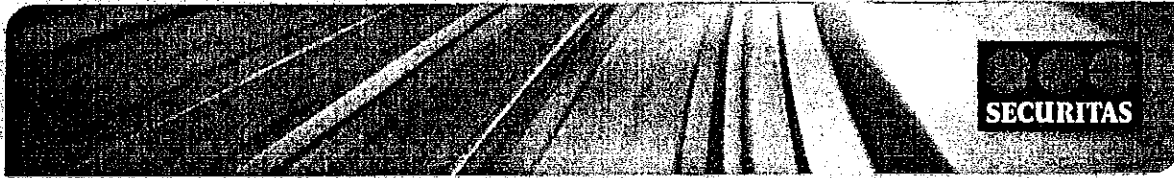
Securitas USA has made a substantial investment in SCPD and the related local and region training and development functions. An important service provided by Securitas USA is a dedicated training officer or selected supervisors to provide training at each Jefferson County - 23rd Judicial Circuit location. Jefferson County - 23rd Judicial Circuit trainers are supported by training staff and SCPD to ensure the proper dissemination of new training programs, materials and methods, and to keep trainers current regarding available resources. Each of Securitas USA's Five Regions is staffed with region, area or local trainers, whose role is to:

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

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

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





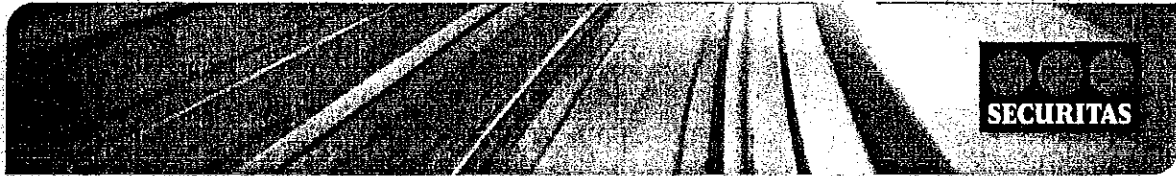
Area trainers are individuals who, on a part-time or full-time basis, deliver training programs as requested by clients or required by Securitas USA. Our flat organization keeps training specialists close to the field to meet client-specific needs. With years of experience, many of these professionals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

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

Through custom development and strategic partnership with industry content developers, SCPD provides curricula and lesson plans in multiple formats to meet the specific needs of our clients. Delivery platforms include online and instructor-led classroom courses with presentations, workbooks, and lecture notes, as well as video programs and self-study courses. We have built the leading e-learning program in the security industry. Proprietary interactive courses are available anytime, anywhere there's a computer. Our learning management system, the Securitas USA Online Academy, was designed in partnership with the same company that provides services to government and global corporations and supports online training, testing, tracking and reporting..

Securitas USA will bring Jefferson County - 23rd Judicial Circuit the security industry's most innovative and professional capability with qualified local training professionals supported by world-class resources to implement the appropriate training at each of your locations.





## ADDITIONAL TRAINING PROGRAMS

### ACCESS CONTROL FUNDAMENTALS



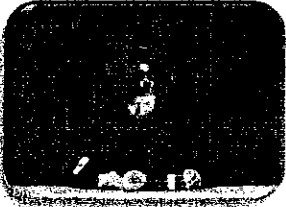
Access Control Fundamentals focuses on the core concepts of access control: monitoring and controlling the movement of people and property entering or exiting a specified area. Topics include providing excellent customer service while controlling access; procedures for allowing authorized people and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

### ACCESS CONTROL EQUIPMENT



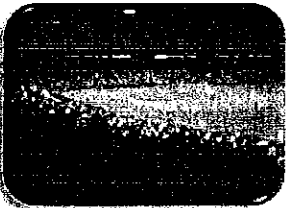
This course covers the functions, benefits and limitations of access control technology. Topics include lock and key security; understanding and use of electronic access control devices; CCTV functions and monitoring techniques; and alarm technology and response. This course stresses that successful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



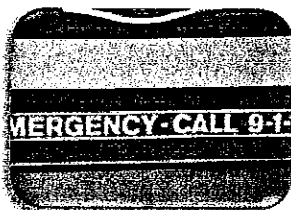
This course outlines the skills and practices needed by customer service professionals to defuse, calm and positively resolve a negative encounter with a difficult person. The course focuses on active listening skills—listen, clarify, confirm, think before responding, acknowledge, explain, offer a solution—and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

## DOCUMENTING DISCIPLINE

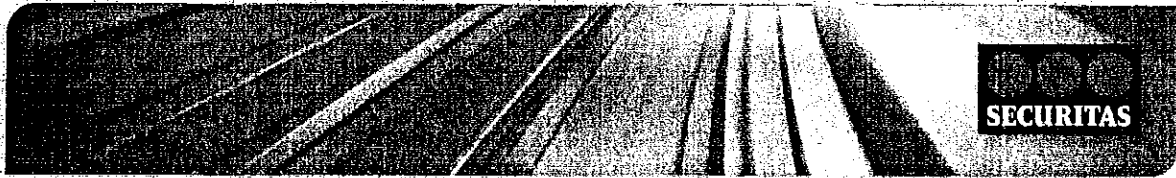


This course helps supervisors and managers with the human resource management issue of documenting discipline. It offers strategies to approach discipline in an effective and supportive manner while maintaining critical records of disciplinary incidents. Topics include the FOSA+ system; discipline and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



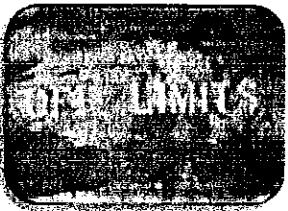
This time management course aimed at managers and supervisors focuses on the "how-to" of prioritizing tasks, overcoming procrastination, organizing paperwork, conducting more productive meetings, and delegating tasks. Topics include time-saving techniques, strategies for developing better work habits, 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



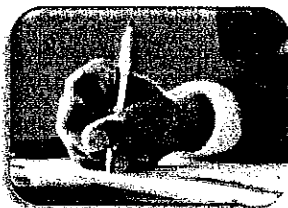
This course addresses a primary duty of security officers: to keep intruders from breaching the perimeter of client sites—whether they are on foot or in vehicles. Topics include types and functions of perimeter barriers; the importance of maintaining clear zones; detecting and reporting perimeter breaches; 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.

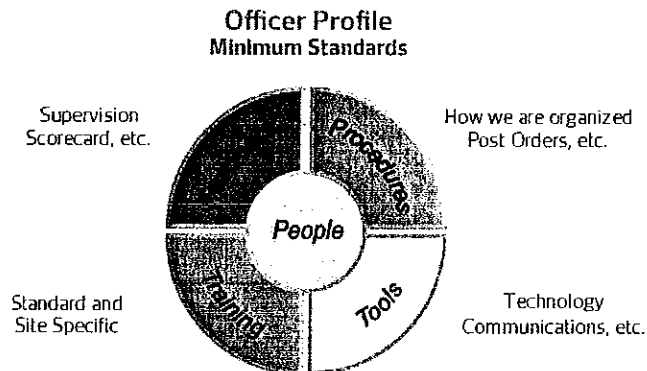
## WRITING FOR BUSINESS RESULTS



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.



## SERVICE EXCELLENCE THROUGH SPECIALIZATION



We have identified five security performance categories that are addressed in developing a specialized service solution for each client - People, Procedures, Tools, Training and Feedback. The following sections of this proposal describe each part of this solution in detail.

The client-centered model below depicts how Securitas USA achieves specialized service solutions while using one common set of security service delivery management and measurement tools:

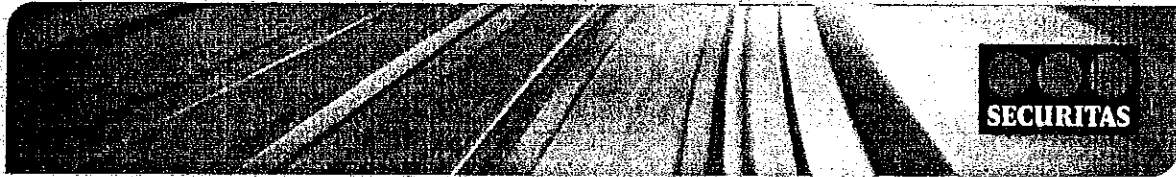
The Client Service Plan Goals and associated Key Performance Indicators are the tools we use to assess the level of delivered service. We regularly review service results and delivery methods with Jefferson County - 23rd Judicial Circuit to assess how well the service solution meets your unique requirements.

The Client Service Plan Goals and Key Performance Indicators we establish for each category (People, Procedures, Tools, Training and Feedback) guide our security service teams. They are the tools we use to assess the level of delivered service.

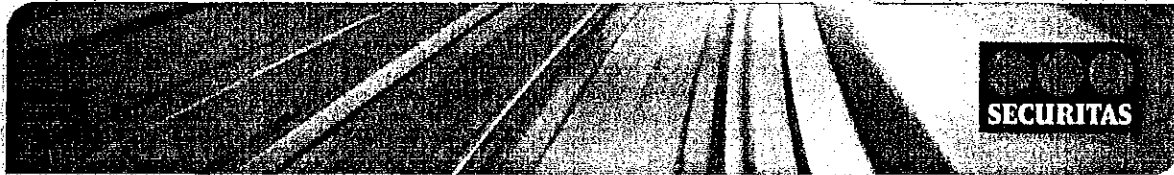
When developing the specialized solution for Jefferson County - 23rd Judicial Circuit, we identify the service team behaviors ("how") and desired results ("what") for each of the five security performance categories that will result in specialized service. For Jefferson County - 23rd Judicial Circuit, we demonstrate our commitment to service excellence by preparing our service teams to be successful in meeting your specific physical security needs by establishing:

- clear performance expectations.
- client-specific job descriptions.
- clear procedures and job aids.
- job-specific training and practice.
- regular performance feedback.

This approach to managing performance relies on using our standard Service Excellence methods and tools for gathering data and assessing performance. The Securitas USA Service Excellence program is our national service



platform and provides the framework for delivering world-class service. It tangibly demonstrates our commitment to service, service level management, and performance management.



## FEEDBACK

### SERVICE EXCELLENCE

To assure consistency in the level of delivered service, Securitas USA builds Jefferson County - 23rd Judicial Circuit service requirements into its local Client Service Plan and uses performance management and measurement tools to refine and tune the service offering over time.

Within Securitas USA, quality service delivery is driven at the local office team level, close to our clients. We believe that judgment of service quality depends on the perception of each client. As a service company, we know that quality must be built into the service offering. To us, this means that everything we do must help to deliver the service outcomes that our clients value.

Delivering world-class service relies on three key components:

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

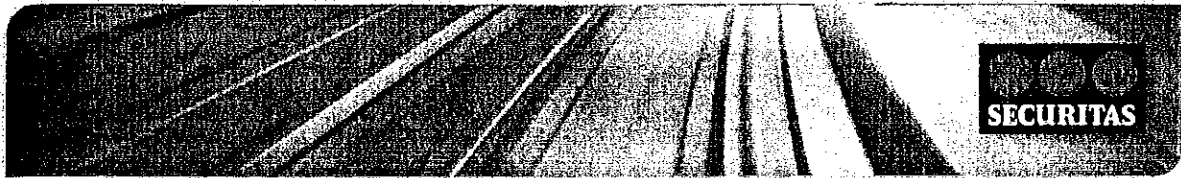
We believe all service is local because it is assessed at the point of delivery. We have focused on building effective working relationships with our clients - relationships that are based on strong local offices with responsive management and competent technical staff who are committed to service.

### SERVICE COMMITMENT

Competing on "service level" is the key mechanism for advancing many service organizations. Within the security industry, Securitas USA stands alone for putting mechanisms in place that drive behavior and results:

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





refer to them as the HEROES processes. They are our mechanism for **Having Everyone Receive and Offer Excellent Service.**

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

## SERVICE LEVEL MANAGEMENT

Securitas USA's goal is to manage and deliver locally focused physical security services that we jointly implement with Jefferson County - 23rd Judicial Circuit. Specifically, we will develop a Client Service Plan that meets and exceeds your expectations for security officer duties, safe practices, staffing, training, account management and communication. This service plan includes the development of service measures that assure the daily activities and tasks performed will meet Jefferson County - 23rd Judicial Circuit expectations for behaviors and results.

### **Commitment to Service Excellence through Performance Management and Measurement**

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

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



Examples of selected service delivery tools are described below:

