

# Proposal to Provide Safety and Security Services

Submitted to:

## Lockport City School District

May 18, 2018



Safe. Secure. Friendly.®

### STATEMENT OF CONFIDENTIALITY

The enclosed proposal is submitted for review to the addressed recipient and the recipient's designated review board in connection with a request for proposal for security services. Unless otherwise stated, enclosed information and attachments submitted are confidential and considered trade secret. This information is not to be shared or disseminated to parties other than the intended audience.



ates.com • [redacted] • info@ussecurityassociates.com



May 18, 2018

Mr. Tony Olivo, Security Manager  
Lockport City School Dist  
130 Beattie Ave  
Lockport, New York 14094

Dear Mr. Tony Olivo,

Thank you for the opportunity to provide our proposal for Lockport City School Dist. Our mission is to consistently deliver the highest-quality, most reliable, cost-effective and friendly safety and security services program. We will achieve this by fully leveraging the best talent, proprietary practices, and exclusive technology to achieve full transparency and compliance, while meeting program goals and reducing your overall business risk.

U.S. Security Associates (USA) welcomes the opportunity to present to you the many key factors that distinguish us as a leader in the marketplace.

At the core of our mission is to protect your people, your assets, and your brand, and to do so in the most **Safe. Secure. Friendly.**® manner.

USA brings deep education industry knowledge along with clear accountability and a client-centric approach to provide you with the fullest range of services. With more than two decades of success providing security services to major schools, colleges, and universities across the country, and experience enforcing codes of conducts and policies to support compliance with the Clery Act and other regulatory requirements, USA is your most capable single-source solutions provider.

Our company's top priority starts with safety, and we are committed to facilitating the best and most comprehensive safety and security program for Lockport City School Dist. With proven best practices and advanced technology, we seek to better understand the underlying patterns that create risk. Using our proprietary P3 Technology Platform<sup>SM</sup> and leveraging extensive data sources, we can analyze and optimize in real-time the performance of your security program.

To achieve the best customer service experience and outcomes, we commit to provide Lockport City School Dist with the most extensive and ongoing Officer training, development and recognition. Our industry-exclusive *SecuritySTARS*® initiative is designed to challenge and champion our Officers in order to proactively provide the skills required to meet and exceed your goals.

We are committed to raising the bar for your security program by anticipating your needs while consistently providing:

- The proper staffing, training and supervisory oversight
- Insights into any evolving security threats



- Site-specific security customization as risks change
- Friendly, dedicated, and customer service-oriented Officer force
- Data-driven intelligence to make the best-informed decisions

USA understands that this is a very critical decision. Hence, we see a tremendous opportunity for us to establish a deep partnership focused on achieving the best outcomes for Lockport City School Dist. Working together, and with a clear sense of what is required and possible, we can confidently say we are best positioned and aligned organizationally from top to bottom, to meet and exceed your expectations.

We welcome any questions and look forward to discussing the merits of our proposal with you. This proposal is valid for 45 days. Notwithstanding anything to the contrary in the RFP documents, the acceptance of the work by USA pursuant to the award of this bid is contingent upon the ability of the parties to negotiate and achieve mutual agreement on all contractual terms, statements or scopes of work. Thank you for considering USA.

Sincerely,

[Redacted Signature]







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## About U.S. Security Associates



*USA is the market-leading full-service safety and security solutions company dedicated to protecting your people, assets, and brands. By providing best-in-class security solutions through our proprietary talent development and innovative technology, we have earned our reputation to deliver better outcomes tailored to your objectives.*

### Vision

To be the leader in client satisfaction, by providing the most innovative safety and security solutions, and the employer of choice within the communities we serve.

### Operating Principles

Keeping people, property, and information **SAFE**, with best practices that optimize operational efficiency and cost effectiveness, while successfully protecting our clients' brands and reputations.

Delivering on every commitment made to our clients, fellow employees and the communities where we work in order to systematically reduce risk and provide a **SECURE** environment.

Maintaining a **FRIENDLY** approach to all we do, with mutual respect for every person, so that all of our security and safety personnel are approachable, competent, and helpful.

### The USA WAY<sup>SM</sup>

From the Security Officer level and up, our Associates are guided by the USA WAY<sup>SM</sup>, an organization-wide culture that provides a clear understanding of our direction. Anchored by our vision, our operating principles, our value proposition, our code of conduct, and our Pledge of Service, this clearly defined foundation will keep Associates connected and focused on providing clients like Lockport City School Dist with consistent services reflective of our reputation. To maintain such like-mindedness, we will employ the following strategies:

- Improving client retention
- Extensive screening and selection
- SecuritySTARS<sup>®</sup> ongoing training for all Associates
- Utilization of our proprietary P3 Technology Platform<sup>SM</sup>
- Fair and transparent value pricing



Through a clear value-driven culture strengthened by robust ongoing training and industry-leading technology, the USA WAY<sup>SM</sup> will serve as the blueprint for all Associates as they set out to create the most **Safe. Secure. Friendly.**<sup>®</sup> environments.

## Brief History to Present

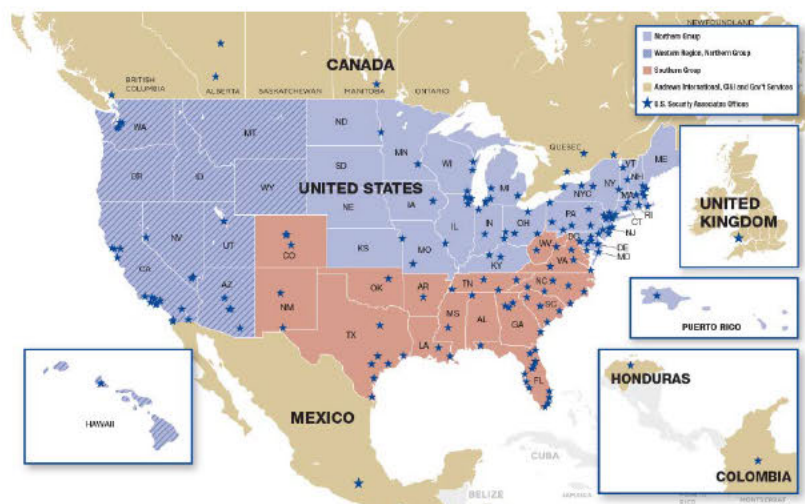
Founded in 1993 by Charles R. Schneider, a former U.S. Naval Officer, USA was originally known as Advance Security Engineering, a company with a rich history dating back to 1955. Through a combination of organic growth and geographic and resource expansion, the company's financial strength and market share increases substantially year after year. Now led by President and CEO Richard L. Wyckoff, USA has enjoyed accelerated organic growth, with approximately \$1.5 billion in 2017 revenue, 5,300 clients, over 50,000 Associates, more than 160 offices, and experience in over 100 countries.

## Leadership

USA's leadership team has the stability, as well as the depth of experience, to assure you that every possible safety or security requirement will be properly and urgently handled to your complete expectations. We count among our full-time staff, former members of the Secret Service, Navy SEALs, DEA, CIA, and FBI. They enable us to have access to the best capabilities and most robust intelligence available to protect you.

## Locations

USA maintains a strong international security presence with knowledgeable and experienced management that is supported by our headquarters in Roswell, GA, and our 160 branch offices. With international locations in Canada, Mexico, Puerto Rico, Central America, and Europe, USA is globally equipped with the resources, personnel and expertise to implement customized safety and security solutions no matter the location.







## Diversity

USA always seeks to embrace the diversity of our Associates and service providers, and continuously strives to create an inclusive company culture. We encourage these different backgrounds, heritages, and personal beliefs, as we fundamentally believe that this makes us a more enlightened and better service provider.

## Safety

We prioritize safety as #1 in every realm of our security protocol, from our expansive Officer training course catalog of protective and preventative safety measures, to contingency plans and regular compliance checks. With strict adherence to safety best practices, we optimize operational efficiency and cost effectiveness.

## Talent Selection

Through comprehensive vetting and pinpointed hiring criteria, we select only the most qualified candidates. Our stringent background screening ensures that only recruits who have passed our comprehensive hiring process are accepted to join our ranks and are able to protect your people, assets, and brands.

## Training and Development

All Associates are required, through our industry-exclusive SecuritySTARS® initiative, to seek additional training opportunities, including our hundreds of standard and advanced training courses, in order to develop their careers. Corporate resources are directed toward support of the latest training technologies to promote real-time training so that your Officers are constantly prepared to handle all your safety and security requirements.

## Recognition

We nurture, challenge, and celebrate our Security Officers by recognizing and rewarding high-performing results. By acknowledging and communicating our Associates' successes, we honor the importance of their contributions. This yields substantial returns, renewing the dedication and engagement of our Security Officers throughout the company to deliver exemplary loyalty and performance.

## Awards

USA has received numerous awards and recognition for our innovative approach and best-in-class processes and practices as the leading quality safety and security provider. We are especially proud of **exclusively being honored four times by the Association for Talent Development (ATD) BEST Awards**. For ten consecutive years, *Training* magazine has included USA on its "Top 125" list. In addition, we have received numerous awards for our military recruitment strategy and our innovative technology.

## Continuous Improvement

We are a quality and process-oriented company, utilizing data, operational metrics, and feedback from our clients so we can continuously improve. It is through this continuous quality improvement





## Social Responsibility

that we can innovate new products and services that meet client needs more effectively, delivering the best overall value.

USA always strives to do what is best and what is right by actively volunteering with, donating to, and supporting social services organizations in the communities we serve. Our entire team embodies our company's commitment to social responsibility, taking pride in making a positive impact through our many safe, secure, and friendly outreach initiatives.

## Business Continuity Planning

Understanding that emergency response to disasters might be required at any time, we are prepared to minimize disruption through extensively resourced and practiced Business Continuity Planning. USA has market-leading, comprehensive, detailed action plans, and personnel for any type of interruption that could disrupt your business, allowing for the most timely protection and restoration of critical systems and networks.

## Sustainability

USA sets targets for reducing our environmental impact as a company, as well as being aligned with our clients' green initiatives. We embrace environmental stewardship and are committed to protecting the environment through encouraging socially responsible business decisions.

## Licenses

We are fully licensed to work in all 50 of the United States and the District of Columbia and have vetted partners operating in over 100 countries around the world, including Canada, Mexico, and countries throughout Central America, South America, Europe, Asia, and Africa.



## Value Proposition

Our unique value proposition is determined to provide clear vision, clear strategy, and clear expectations, which can be summarized as follows:



## = Better Outcomes

We believe that our Officers are our company's most important resource. To provide you with the best quality of services at the best value, our value proposition begins with our **OfficerFORCE<sup>SM</sup>**. This is our dedication to providing the best leadership, best-in-class processes, and best competencies in our industry through expert selecting, screening, training, and motivating of our Officers.

As an organization, we seek to grow by embracing innovative insights, service offerings, and technologies to create the maximum value for our clients. Utilizing vast amounts of data and data science, we provide a **DataFORCE<sup>SM</sup>** of real-time, transparent, and proactive recommendations and solutions which optimize resource deployment and reduce risk.

We multiply the impact of our OfficerFORCE<sup>SM</sup> by our DataFORCE<sup>SM</sup> to form a fully integrated and data-driven security solution. USA offers the next generation of security intelligence technology to provide the most real-time, situationally aware, and compliant platform protecting your people, assets, and brand.

Our program for you is designed to completely meet and exceed your specific SOW requirements. While operating efficiency and effectiveness are both critical, we also offer thought leadership insights and exclusive proprietary innovations to continuously maximize your total value. Our proposal will enable you to achieve better outcomes, including:

- Highest levels of service to exceed performance standards
- Reduced risks by delivering mandatory Active Shooter training as part of our core pre-assignment training for all Security Officers and Associates
- Reduced liability with the most extensive threat management and risk mitigation plans
- Improved cost effectiveness, continuous improvement, and best practices
- Enhanced quality and compliance transparency
- Superior customer service experience and brand ambassadorship
- Seamless ability to support current and emerging systems





## OfficerFORCE<sup>SM</sup>



*A connected, intelligent  
OfficerFORCE<sup>SM</sup> empowered  
to prevent incidents is part  
of the USA Value.*

A highly skilled and dedicated team of Security Officers leads to better job performance. To ensure we provide the best service to our clients, we place our top organizational priority on our Security Officers. We are completely committed to their ongoing training, development, and recognition. As a result, we consistently achieve Security Officer turnover rates that are far below the industry average. We credit our successful Officer retention to our emphasis on the following:

- Senior executive champion for OfficerFORCE<sup>SM</sup>
- Client specific recruitment
- Rigorous screening and selection
- Continuous training, development, and recognition
- Market-competitive compensation and benefits

Through these proven strategies, are able to provide you with the most cost-effective, best prepared, most capable, most motivated and engaged Security Officer force.

We select our Associates with great care because they are our brand. Through best-in-class vetting and hiring processes tailored to your needs, we select, screen, and hire the most qualified Security Officers with the requisite skills and aptitude to be the best professionals in the industry.

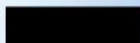
## Screening Talent

### Past Positive<sup>®</sup>

Guaranteeing that all Security Officers meet minimum employment and training qualifications is merely one step in ensuring there are no gaps in meeting established requirements. Through USA's Past Positive<sup>®</sup> system, we are able to narrow the pool of potential Security Officers as early as possible, as well as closely monitor current Associate information. Such measures save both an investment of time and resources when onboarding and developing USA's Officer force, allowing for sustained focus on other operational concerns.

A powerful, proprietary compliance system, Past Positive<sup>®</sup> provides extensive capability to screen employment candidates in any location throughout the nation. It ensures that all candidates for Security Officer positions meet or exceed our rigorous screening process. Past Positive<sup>®</sup> meets all regulatory hiring and licensing requirements while rejecting unqualified applicants. The system verifies the following information:

- Criminal records
- Immigration Employment Eligibility and Verification (I9 & E-Verify)
- Driver's license validity and MVR checks







- Satisfaction of state licensing requirements
- Drug screening
- Other client-specific requirements as requested

It also validates that all screening checks have been completed and confirms the results exceed a defined standard. A list of the required pre-assignment documentation is available upon request.

Daily, the Past Positive® system tracks every Associate's Social Security number in payroll for exceptions to the required paperwork. Training compliance reports are typically run on a daily basis, and the report on licensing compliance is run once per week.

Disqualifying criminal records, incomplete paperwork, failed or non-completion of Security Officer Basic Training (SOBT), and expired work eligibility or licenses trigger branch notifications to discontinue the onboarding process.

USA's Past Positive® system verifies that the required documentation for every Associate has been transmitted into the system once payroll has been activated. Our dedicated compliance review team thoroughly examines each element of documentation for completeness and accuracy, ensuring all screening checks have been completed and confirming the results exceed a defined standard. Incomplete documents are returned to the branch for correction.

Our quality assurance is hard-wired up front from our extensive Associate background screening process to our exclusive compliance control system, Past Positive®.

The checks and balances provided by our pre-assignment Past Positive® system demonstrate our total commitment to system-wide compliance and swift correction of any deviation; it creates a closed, quality-assured loop on our background screening processes.

### **Background Investigation**

Our background investigation of each Associate includes the following, at a minimum:

- Verification of United States citizenship or authorization to work
- Criminal record check
- Drug screening program
- Contract compliance requirements

USA will also conduct mandatory annual background rescreening of all field-based Associates. When combined with the above-mentioned Past Positive® onboarding process requirements, this additional layer of oversight will yield increased awareness of Associates' current background



statuses and any findings that need prompt attention, particularly as threat environments continue to change. Benefits of rescreenings include:

- Access to timely data on criminal records and other compliance issues that will help us determine if Associates are still qualified to meet Lockport City School Dist and USA standards
- Ensuring that all Associate training is current and reflective of your requirements and industry best practices
- Providing a complement to our innovative P3 Technology Platform<sup>SM</sup> and SecuritySTARS<sup>®</sup> training initiative, which will keep us on the cutting edge of technology and workforce development

With this new process in place, USA will be positioned to anticipate and mitigate risks that pose any threat to the reputations of the Lockport City School Dist and USA brands, ultimately providing Security Officers and management personnel of the highest caliber.

### **Verification of United States Citizenship or Authorization to Work**

USA will not hire any individual who cannot provide proof of authorization to work in the United States. We complete an I-9 form for each Associate hired, certifying receipt of acceptable proof of right to work, in compliance with the Immigration Reform and Control Act (IRCA).

We check authorization to work against E-Verify, an Internet system operated by the U.S. Department of Homeland Security and the Social Security Administration.

### **Criminal Record Check**

All Associates are subject to a minimum of seven-year criminal record check performed in all counties of residence, including a Social Security number trace, Social Security number validation, terrorist check, sex offender check, and federal and national database searches. Disqualifying results are as follows:

- Any candidate with a felony conviction is automatically disqualified.
- Any candidate with a serious misdemeanor within the last seven years is disqualified.
- Any candidate with an active warrant is disqualified.
- Any candidate with three or more Driving Under the Influence (DUI) convictions is disqualified.
- Any DUI conviction during the past three years disqualifies a person from driving for business purposes.
- Open and pending cases and other findings/proceedings revealed through criminal record checks are reviewed on a case by case basis.

### **Drug Screening Program**

USA supports a drug-free environment, and we do not tolerate the use and abuse of alcohol or illegal narcotics. Our Drug-Free policy is clearly stated and rigorously enforced. Our drug





screening program covers pre-employment drug testing and drug testing for cause after an incident.

The following types of substances are screened:

- Alcohol
- Cocaine
- Amphetamines (speed and other illegal stimulants)
- Phencyclidine (PCP)
- Morphine (codeine, morphine, heroin and other opiate derivatives)
- Tetrahydrocannabinol (THC) (marijuana and other hallucinogens)

Prospective Associates who test positive for alcohol or drugs are disqualified. Associates of USA who have tested positive, and/or have been determined by a medical review officer to be illegal or improper drug users as described by the U.S. Department of Health and Human Services Guidelines, are not permitted to work. Current Associates who refuse to submit to testing are indefinitely prohibited from returning to the site.

## Training and Development

As the dynamics of the security industry change, the need for highly capable security personnel equipped with the best training is increasing. USA provides that through *SecuritySTARS*®.



*SecuritySTARS*® is the cornerstone of USA's mission to provide our clients with the most **Safe. Secure. Friendly.**® environments. An industry exclusive strategic initiative focusing on continuing education, skill development, and career advancement, *SecuritySTARS*® ensures that our Officers are the best prepared in the industry and have the knowledge and the required skills to consistently deliver superior job performance, while at the same time increasing Officer engagement and retention.

We believe that our ongoing continuous learning investment in our Officers is also an investment in you. *SecuritySTARS*® further ensures we will provide you with the best trained Security Officers who demonstrate skills in professional, friendly, and safe environments. *SecuritySTARS*® also acts as a development tool which enables our Security Officers to build a reputation of excellence for themselves and to grow their careers.





By focusing our attention on the careers of our Security Officers and giving them goals to achieve, *SecuritySTARS*® leads to reduced turnover, excellent customer service, and the highest levels of professionalism. *SecuritySTARS*® provides you with the peace of mind of knowing continuously improving Security Officers are always on the job.

The effort and impact Security Officers put toward their security training and sharpening their skills is recognized by the STARS we pin on their uniforms. Security Officers are awarded one to five STARS dependent upon their level of completion along their *SecuritySTARS*® development path. Each level requires a combination of core training, client-specific training, demonstrated proficiency, and tenure.

There are five ascending levels of achievement with STARS awarded upon successful completion of training components, along with tenure and Supervisor recommendation. Pins denoting Officer level completion provide clients, Associates, and visitors alike the ability to immediately recognize Security Officers' professional achievements.

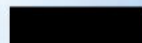


*Harold Underdown, Senior Vice President, Security Force Development, pins a STAR on an Officer.*

At each level, we provide industry exclusive courses through our USA Security Academy that continuously reinforces our core values **Safe. Secure. Friendly.**® Additionally, we will work with you to develop any unique and customized curriculum of courses for each level of *SecuritySTARS*® based around the specific requirements of each site.

### **Award-Winning Training**

Our training content evolves to meet new threats facing our clients. For example, recognizing increased threats of workplace violence, we developed and deployed a mandatory Active Shooter training module. Since then, 100% of our security force has completed the program.







We have dedicated full-time in-house training leaders who develop the learning modules through a best-in-industry award-winning training process. Thus, our continuous commitment to ongoing training and development ensures our Security Officers are always prepared for any new threats. Throughout our history, we have been consistently recognized by industry-leading training organizations for our commitment to investing in our Security Officers and our leadership team.

These awards and recognition confirm that you will receive superior trained Security Officers. Some of our accolades include:

- **The ATD BEST Award.** According to ATD's philosophy, this award recognizes employee talent development that directly correlates to demonstrated enterprise-wide success. USA has received this award four times in recognition of our training and development methodologies, practices, and proprietary training delivery innovation.
- USA has been named among Training magazine's Top 125 training companies every year since 2007.
- USA has been ranked among *Chief Learning Officer* magazine's Gold Learning Elite.

### USA Security Academy

The USA Security Academy trains all of our Associates every year via a live training platform from our state-of-the-art training studio. USA conducts daily Security Officer Basic Training (SOBT) sessions to support our client's needs for a highly qualified Officer force. Professional USA Security Academy trainers use two-way video and voice collaboration over the Internet to deliver training of every type, including SOBT, custom-developed contract-specific content, supervisory training, and administrative and management programs.

USA Security Academy leverages technology to deliver centralized, consistent, comprehensive training through live, interactive training programs.

There are a variety of eLearning platforms available through USA Security Academy:

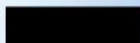
- Virtual Classroom Training: Live training conducted through online classrooms.
- Web-Based Training: Interactive eLearning modules distributed through our Learning Management System.
- Other Delivery Methods: Thumb drives with printable tests and answer keys for hand grading for use in remote areas where no technology is available. We also deliver instructor-led training where appropriate.



*Our in-house USA Security Academy customizes training for clients.*

### Security Officer Basic Training

Successful completion of pre-assignment training is a condition of employment. In addition, all Associates are required to complete training in Active Shooter and enroll in SecuritySTARS®. This





foundation of training and development assures that all new Associates are on the same page, and that there is a clear understanding of our "USA Way" of delivering better outcomes.

USA requires a minimum of eight hours of pre-assignment training, delivered live through USA Security Academy Security Officer Basic Training (SOBT) in most states. **Our mandatory SOBT instills a fundamental working knowledge of the Officer's responsibilities, reduces on-site errors and improves productivity.** All Officer candidates must pass testing on all 12 units of the SOBT training to be eligible for employment. Candidates who fail SOBT testing on any module cannot be hired. A full description of our SOBT training modules is available upon request.





## DataFORCE<sup>SM</sup>



*Our DataFORCE<sup>SM</sup> allows us to prepare for incidents, predict when and where they will occur, and prevent them.*

The P3 Technology Platform<sup>SM</sup> (P3<sup>SM</sup>) is a fully integrated intelligence system providing the next generation of security technology. P3<sup>SM</sup> is designed to **Prepare. Predict. Prevent.**<sup>SM</sup> incidents, thus creating better outcomes for you

Underlying the architecture of the DataFORCE<sup>SM</sup> is the convergence of data, algorithms and workflows. Each element provides a significant impact on our ability to identify issues before they occur, and to be able to prescribe and deliver dynamic post orders (or tour routes) to optimize for better outcomes.

### More Data

In today's environment, more data is being generated than ever before. According to technology industry estimates, over the past two years more data has been generated than in the history of the world. Thus, the question is what are we doing with that data? Historically, data has been collected, filed and at times extrapolated to develop trend analysis. This type of descriptive "trend is your friend" analysis is not today's best way of reducing safety and security risks.

P3<sup>SM</sup> uses hundreds of sources of data which are fed into our proprietary attribute model in order to collect the most robust array of information available including, for example:

- **Security Officers** (background, training, work experience, recruiting source, work performance history)
- **Site Specific** (location characteristics, surrounding area demographics, crime statistics, incident history, daily activity reports, and observations)
- **Industry** (vertical market)

### Algorithms

We then deploy the most sophisticated data science approach in order to make sense of all of this data. Using proprietary algorithms, we can identify and correlate attributes associated with the various incidents or events. Thus, when we see certain data patterns occurring, we can predict when an event is more likely to occur. This ability to see around the corner, and to then anticipate an incident before it happens, is a game changer in our industry.

### Work Flows

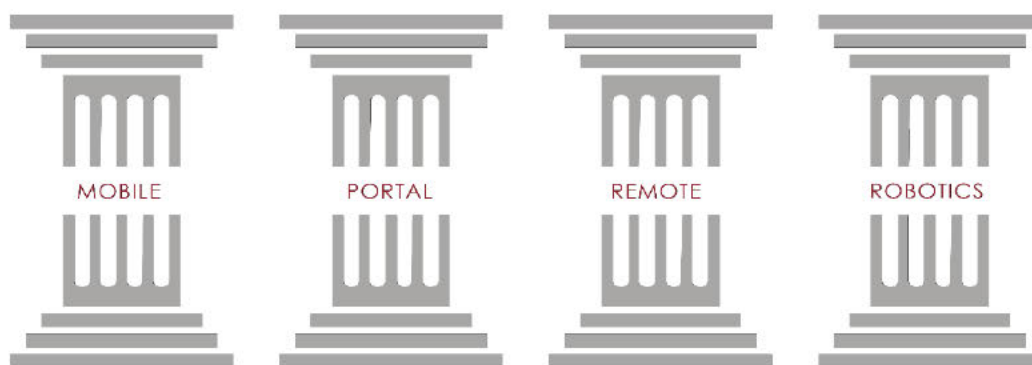
While cognitive systems are now being utilized in many different industries, their application within the security industry has been extremely limited until now. Our market exclusive Risk Adjusted Cost Optimization<sup>SM</sup> (RACO<sup>SM</sup>) model takes the insights generated, and converts them into "actionable" post orders or dynamic tour routes for timely execution by our Officers. Utilizing



our P3<sup>SM</sup> cell-connected mobile, our Officers “give and get” intelligence in real-time. Thus, situationally aware and predictive directions are provided to the security team to position the right person, in the right place, at the right time, in order to take the proper preemptive action.

## The Four Pillars of P3<sup>SM</sup>

Consisting of four pillars, P3 Portal<sup>SM</sup>, P3 Mobile<sup>SM</sup>, P3 Remote<sup>SM</sup>, and P3 Robotics<sup>SM</sup>, our P3 Technology Platform<sup>SM</sup> works in concert together with our security team to provide a fully integrated real-time intelligence program.



*Four pillars make up our P3 Technology Platform<sup>SM</sup> and provide the greatest integrated value to our clients.*

This optimal blend of technology and Security Officers mitigates risks and contributes positively to your mission while maximizing the value and cost-effectiveness of your security program. Details of each pillar’s unique and customizable features are highlighted in the following pages.

### P3 Portal<sup>SM</sup>

P3 Portal<sup>SM</sup> is the most powerful security intelligence management dashboard available in the industry. Real-time security team generated information is constantly streamed from P3 Mobile<sup>SM</sup>, such as background screening, training and certification, overtime, retention, turnover, uniform compliance, security meetings, satisfaction surveys, tour results, incidents, post orders, and invoice accuracy. With centralized performance data, instant analysis, and around the clock access by web or mobile device, P3 Portal<sup>SM</sup> delivers full disclosure to our clients. What’s going on behind the scenes is front and center on the portal.



Key features include:

- Transparency of operations
- Easy access
- Activity details







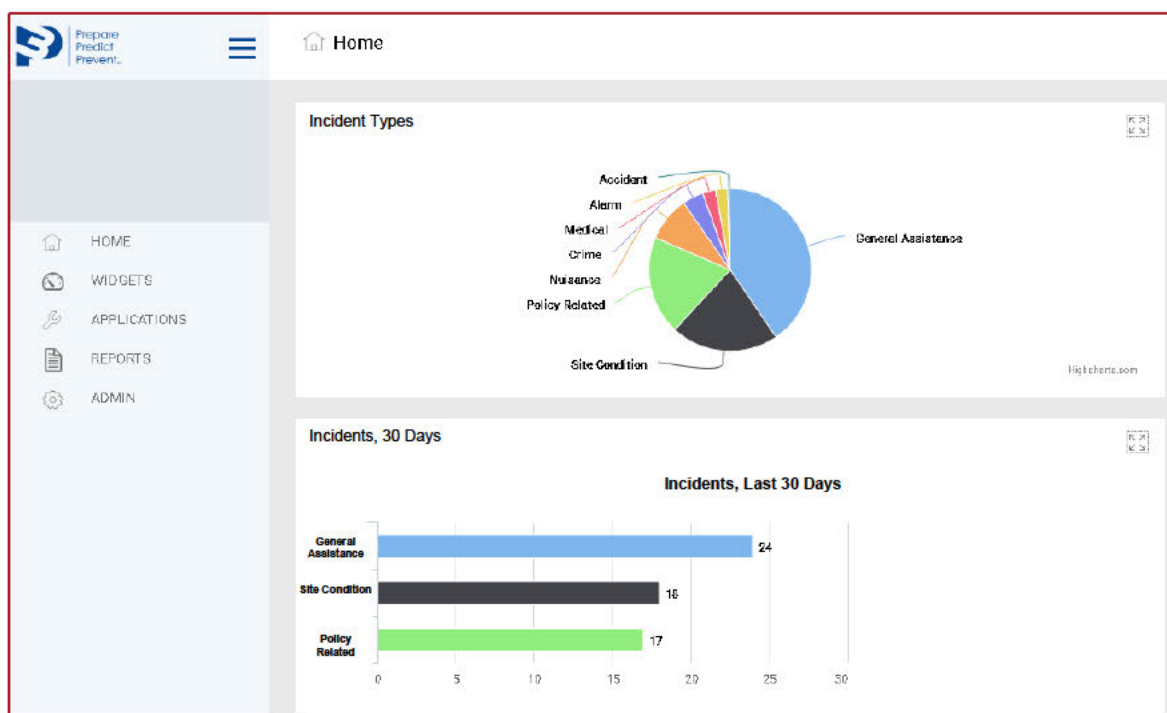
- Multi-media data
- Variety of customizable viewing options
- Centralization of all security operations

Our customizable design, combined with sophisticated charts and graphs, makes viewing security operations simple for your stakeholders. Personalization is easy; with a click of a button, you can configure the P3 Portal<sup>SM</sup> dashboard to show any site location and inspect data in great detail. Just by clicking on reports and other various data points, further detailed information is displayed.

The dashboard allows you to instantly drill into the data to learn more detail on any aspect of your security team's performance and run customized reports, including:

- Tour results
- Incidents
- Officer movement
- Heat maps
- Training and certification
- Security meetings
- Post orders
- Satisfaction surveys
- Background screening
- Overtime
- Turnover and retention
- Compliance
- KPI tracking

Through transparency and full disclosure, P3 Portal<sup>SM</sup> serves as both a compliance and a continuous improvement performance driver. These tools enable us to set a higher expectation of performance and accountability, no longer tracked monthly or weekly but immediately and always.



*P3 Portal<sup>SM</sup> offers a streamlined, easy-to-use look at your entire security program.*

P3 Portal<sup>SM</sup> servers have ample capacity and are highly secure and reliable. Data is encrypted and a 2-step verification process ensures that the only individuals that can view a client's security operations are the authorized client and the USA management team working with them. These authorized views can be modified by user profile, providing you the flexibility and confidentiality to manage to your specific organizational requirements. We perform weekly internal and external scans as well as annual security audits by outside firms to ensure our servers and client information are always secure.

### **KPI Tracking and Compliance**

Our exclusive P3 Compliance<sup>SM</sup> application on the P3 Portal<sup>SM</sup> is a cutting-edge performance management tool which empowers and informs representatives (and our account personnel). P3 Compliance<sup>SM</sup> allows capability for you to track daily, weekly, monthly, quarterly, YTD and versus prior year; operations, KPIs, administration/billing, etc. to ensure all program objectives are achieved.

From any Internet-connected computer, tablet, smart cellphone, or through the wireless P3 Mobile<sup>SM</sup> application, you can log in to P3 Compliance<sup>SM</sup> dashboard via a secure web portal and instantly have visibility for the entire security operation at your fingertips.





Some of the benefits of P3 Compliance<sup>SM</sup> are as follows:

- Real-time data streams for most timely review and actions
- Tracks customizable metrics for flexibility as new threats emerge
- Full transparency for accountability and ownership
- Complete reporting for documentation and communications
- Intuitive system controls for ease of use
- Drills down to any key data point at any site for root cause
- Measures security programs against industry and peer group benchmarks for best practices

Individual Associate insights are available, as forms, training, performance, pay rate and background checks can now be viewed in one place by simply selecting the site and the Associate. Reports can be run instantly, providing you with real-time insight into your site's compliance status at any given moment.

USA's P3 Compliance<sup>SM</sup> dashboard is a true added-value to support response to current and emerging threats, while driving the highest standards of performance and operating efficiencies. Moreover, it adds transparency, proof, and assurance of USA's ability to deliver the maximum value.

## P3 Mobile<sup>SM</sup>

P3 Mobile<sup>SM</sup> connects our Officer force to a real-time Intelligent Officer Network<sup>SM</sup> "giving and getting" data streams to ensure immediate situation management. The customizable modules enable our Security Officers to stay informed of all possible threats and to communicate vital site data for actions, records, and analysis. Some of the functionality includes:

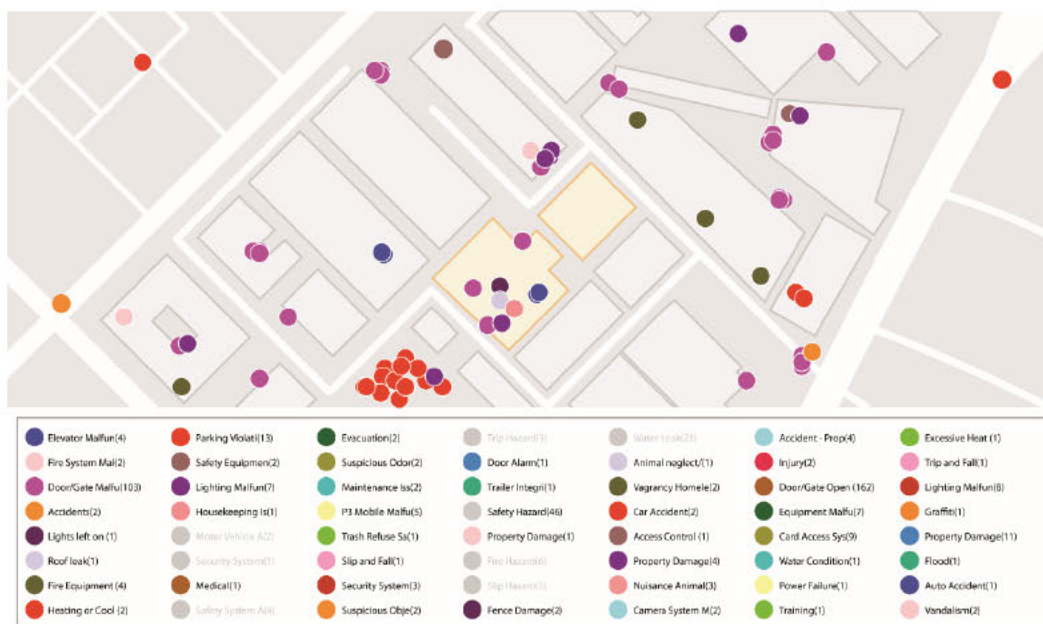
- Incident management
- Report observation
- Perform safety inspections



Information from P3 Mobile<sup>SM</sup> feeds information into the P3 Portal<sup>SM</sup>. Voice to data capability further assures your Officers are "heads up" to capture and manage any security issue.



P3 Mobile<sup>SM</sup> contains customizable modules which connect our Officers to our data-driven technology. The following pages highlight how each module is designed to reduce security risks, improve efficiencies, and minimize associated costs.



Screen shot from the P3 Portal<sup>SM</sup> showing a heat map of a client's multi-site campus and Officer activity tracked through P3 Mobile<sup>SM</sup>.

### Intelligent Officer Network<sup>SM</sup>

Through P3 Mobile<sup>SM</sup>, our Security Officers are connected to the site command center, to the Portal, and to each other. This constant communication forms a network capacity of intelligence that creates the ability to prepare for incidents, predict when they will occur, and to take the necessary steps to prevent them from happening. Our Intelligent Officer Network<sup>SM</sup> capability speeds up communication, allocation of resources, and responsiveness – reducing the safety and security risks to your business.

### Dynamic Tours

In the security industry, the same questions pop up over and over again with regard to Security Officer tours.

- Are Officers performing their patrols?
- Are they performing them on time and visiting every location required?
- Are they recording their findings?
- Are they leaving time or space gaps in their patrols?
- Most importantly, are they in the right place at the right time?





In addition to answering these basic questions, the P3<sup>SM</sup> Tours module uses data-driven intelligence regarding the frequency, location, and severity of various threat risks to position our Officers in the right place, at the right time, to prevent an incident from occurring.

The P3<sup>SM</sup> Tours module is also a remote monitoring tool that gives you peace of mind knowing that Security Officers are touring facilities on time, every time.

### **Incident Management**

Committed to providing the most safe and secure environments, we recognized that often times Security Officers spend too much time writing reports and not enough time on tours or monitoring post positions. To minimize the time of report writing and prevent errors and omission of key details, we developed the P3<sup>SM</sup> Incidents module capability to keep Officers on the go. This module empowers our Security Officers, allowing them to manage incidents on-site and ensure reports effectively capture vital details.

The P3<sup>SM</sup> Incidents module has the following capabilities:

- Easy drop-down prompts guide Officers to submit key incident data and photos completely and accurately
- Compiles data for analysis by site or roll-up
- Streams real-time incident reporting directly to P3 Portal<sup>SM</sup> for viewing and analysis

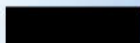
### **Fire & Safety Inspections**

Many companies spend millions of dollars each year on workers' compensation claims due to hazardous conditions around their facilities. We can implement our fire extinguisher audit capabilities on our P3 Mobile<sup>SM</sup> system and save you the cost of hiring and managing an outside contractor. As a full-service safety and security solutions provider, we enable our Security Officers with the P3<sup>SM</sup> Fire & Safety module, offering an additional layer of safety, ensuring all your equipment, such as fire extinguishers, AEDs, and first aid kits, are fully functional and compliant.

### **Visitor and Vehicle Management (VVM)**

VVM seeks to minimize the time spent manually writing in a log or searching by hand through a database to screen visitors, guests, or efficiently process vehicles at your facility. VVM expedites visitor and vehicle screening and check-in by using the following functions:

- Access control is streamlined through advance preparation and pre-screening
- System prompts lead users through the proper procedures
- Security Officers input specified data based on client criteria





## P3 Remote<sup>SM</sup>

As a full-service security provider, our portfolio of P3 Remote<sup>SM</sup> surveillance services capability is designed to complement current onsite security or offer an independent virtual based security solution. Our scalable capacity of P3 Remote<sup>SM</sup> services is supported by our National Command Centers located in Burbank, CA, and Roswell, GA, and enabled by our state of the art surveillance platform.

P3 Remote<sup>SM</sup> is just another tool to ensure our clients are provided with the most safe and secure environments. P3 Remote<sup>SM</sup> is designed to enhance your security program as follows:

- 24/7/365 off-site monitoring with real-time response and communication capabilities
- Providing surveillance when onsite security is deployed elsewhere or where cost efficiencies enable program savings
- Granting remote access entry and authorization
- Offering custom-designed solutions to meet the site-specific needs of our clients

In the following section, we describe the many unique advantages P3 Remote<sup>SM</sup> surveillance capabilities are able to provide for you.

### Perimeter Protection

Knowing which areas to monitor, or which cameras to check around a perimeter at any given time, can be difficult to manage. Perimeter Protection makes it easy with the use of virtual *do not cross* boundary lines.

When the perimeter has been breached, the system provides *smart* alerts. This allows us to handle the situation immediately via voice call-down or physical response. Perimeter Protection features offer:

- Live around-the-clock operators, monitoring to dispatch Security Officers or emergency response to patrol or secure the site
- Detects breaches by both people and vehicles
- Allows one Security Officer to monitor multiple site locations from a single National Command Center, yielding operational efficiency
- Security Officers can program alerts to only activate at specific times of the day or night
- Maintains a recording of all perimeter breaches for accountability and record retention



Perimeter lines are fully customizable. Above, the line is flashing red to indicate that someone has breached the perimeter.





With the capability of our National Command Centers and onsite security, P3 Remote<sup>SM</sup> Perimeter Protection provides the tools necessary to secure all areas within the perimeter, regardless of the environment or time of day.

### **Virtual Attendant**

Managing flexible work schedules, extended hours or even the need to have around-the-clock access to your facility can make it challenging to cost-effectively keep your assets and your people safe. A virtual attendant provides the ideal solution.

Developed for use in a broad range of environments, it provides a safe resolution to securing all your access points no matter what the challenge.

- Efficient, controlled means of access 24/7/365 with or without on-site support
- With the press of a button, communication with our National Command Center is established, identification is verified and when defined parameters are met, access is remotely enabled
- Provides audio and visual communication with security specialists at the National Command Center
- Records and archives for analysis and audit trail of all entry/exit access point interactions

### **Virtual Guard Tour (VGT)**

Our customizable VGT provides visibility and security when Officers are either deployed in a different part of your site, or where there may not be an on-site presence during certain hours of the day or days of the week.

- Strategically placed cameras monitored by our 24/7/365 National Command Center, providing periodic inspections of site
- Alerts are triggered, providing further action, including dispatching Officers to a location or notifying and guiding law enforcement
- Remote events, such as restricted area infringements, perimeter breaches or unauthorized entry, are verified and managed in accordance to client specifications



## Remote Escort

Created with both customer service and site safety in mind, P3 Remote<sup>SM</sup> Escort allows our Security Officers to monitor and direct your employees and visitors throughout a facility. Using a system of well-placed cameras, employees can call our National Command Center and request, for example, that they be viewed as they walk between the building and their vehicles.

- Provides reassurance and an additional layer of safety for your employees and visitors
- Dedicated Security Officers at our National Command Center are always ready and able to respond to requests for remote escorts
- Officers can advise individuals of the best route of exit or entry depending upon camera placement and advise of any impediments

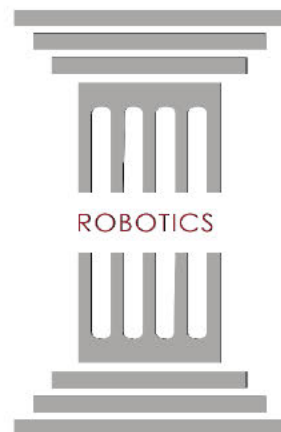


*Above, our National Command Center professionals virtually walk an employee safely to their car after hours.*

## **P3 Robotics<sup>SM</sup>**

For some clients, it can be difficult to maintain consistent and effective patrol of the property and detailed documentation of patrol results whether due to size or site limitations. We are often asked to address unique challenges that a human security force alone cannot safely secure.

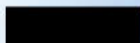
- What security solutions are available to provide continuous patrol of our expansive campus around the clock regardless of conditions?
- We work with hazardous materials; what are our security protection and inspection options?
- I need to have digital analysis of large, multiple rugged outdoor areas while they are being patrolled, what sort of options are available?
- In the event of an emergency or disaster, what can you provide to assess the situation when access is limited or too dangerous?



USA's Intellos Automated-Unmanned Ground Vehicle (A-UGV) unit is the answer.

P3 Robotics<sup>SM</sup> helps extend the range of protection options available to provide a consistent and effective patrol or emergency response of your property. A-UGV is designed to perform the following duties (and more):

- Autonomous and customized premise patrol
- Check point inspections and records tours for archiving and data analysis
- Detect and deter potential loss







The units are equipped with cameras that provide a continuous 360° view of the patrol route, chemical sniffer package (customized to client needs), Lidar sensor (to prevent accidental interactions – e.g., hitting a pedestrian) on the front of the unit, extendable boom camera equipped with a state of the art Pan Tilt Zoom (PTZ) camera system, and more.

All patrol activity is recorded and is designed to be monitored by P3 Robotics<sup>SM</sup> control room specialists in real-time via our own private wireless communications network. The movement of the A-UGV can also be controlled by the Security Officer working in the control room. Each unit is equipped with 2-way voice as well, so the Control Room Officer can communicate through the robot if needed.

A-UGV units can be deployed to client sites offering superior patrol performance at a lower price point, generally, than a human asset. The savings associated with the deployment of P3 Robotics<sup>SM</sup> technology can further reduce your overall program costs.



## Relationship Management

For successful resolution of security challenges, we place heightened focus on nurturing the relationship between you and our company. The nature and content of our meetings varies widely depending on many factors, including your view of your current state of performance, the technology in place, and the program governance of reviews defined by you.

We offer a full range of performance management options that can be accessed in the P3 Portal<sup>SM</sup>, including customizable red-yellow-green scorecards, heat maps showing times, frequency and severity of incidents, and bread-crumbs following Officer movement in real-time.

### Accountability

Our exclusive Responsive Management<sup>SM</sup> system helps to ensure that scheduled contacts and meetings take place according to the communication plan. Most importantly, status reports are up-to-date and immediately available for review in the P3 Portal<sup>SM</sup>.



*We build strong customer relationships with the help of proprietary technology to dramatically reduce service issues, meet expectations and evolve with your goals.*

Responsive Management<sup>SM</sup> has built-in accountability that ensures we communicate with your representatives according to the agreed-upon schedule, document concerns and issues, and follow through to resolution.

Following every scheduled meeting, the Responsive Management<sup>SM</sup> system prompts the respective Manager to complete a meeting report form. Any account issues discussed at the meeting must be documented in the meeting report, with action plans and timetables for resolution. The completed report is then automatically transmitted to your designated representative.

If the report is not completed on schedule, or if your representative responds negatively to any of the first five questions, the report is automatically escalated to senior management. In this way, the Manager takes complete ownership for issue identification and full resolution.

Every six months we issue client satisfaction surveys that serve as another communication driver and performance management tool.

There is an escalation protocol up to the CEO directly for surveys. This process drives enterprise-wide improvements of our service delivery systems and programs.





## Activity Monitoring

### Via P3 Mobile<sup>SM</sup>

Through our P3 Mobile<sup>SM</sup> app, Security Officers capture data that is then streamed to P3 Portal<sup>SM</sup> for viewing by your personnel or USA supervision. In this way, we have the capability to view a Security Officer's every movement throughout his or her shift. We can monitor Officers' check-ins, check-outs, patrol schedules, capture their locations, and view observations and incident reports to determine which Officers are on the move, how often, and for how long.

P3 Mobile<sup>SM</sup> has the capability to capture data via heads-up voice commands, GPS tracking, QR codes posted around client locations, pictures, videos, and Officer-uploaded information. P3 Mobile<sup>SM</sup> uploads data online instantly for immediate viewing, allowing our management teams and our clients to view Officer activity in real-time.

P3 Mobile<sup>SM</sup> ensures we constantly deliver inspections and data-capturing results to our portal for 24/7 compliance and visibility. Our online P3 Portal<sup>SM</sup> makes sophisticated analysis simple with built-in reports and charts.

### Via Inspections

An inspection strategy and schedule of announced and unannounced Supervisor site visits will be enforced for every shift by multiple levels of USA management.

Here, we provide a sample of information collected in our standard processes. We plan to customize this checklist based upon your further input.

**Supervisors and Managers conduct announced and unannounced inspections of all shifts.**

### Sample Inspection Checklist

1. Is the condition of the security post organized and clean?
2. Is the Officer aware of the USA Quality Program?
3. Does the Officer have a Security Officer guidebook?
4. Does the Officer have a current, valid security guard license?
5. Are the post orders complete?
6. Are the Security Officer's key goals included in the post orders?
7. Is there a client emergency list of phone numbers?
8. Has the Officer signed off that he/she read and understands the post orders?
9. Has the Officer received USA Security Academy training or state mandated training?
10. Has the Officer received site specific training?
11. If the Officer drives a vehicle on duty, does he/she have a verified valid driver's license?



12. Is the Officer in proper uniform?
13. Does the Officer know the client contact?
14. Does the Officer know how to contact his/her Supervisor?
15. Is the Officer trained and knowledgeable on clock-in and clock-out procedures?
16. Are the daily activity reports up to date?
17. Did the inspecting Supervisor sign daily activity reports indicating date and time of inspection?
18. Does the Security Officer have any safety or security concerns regarding this client location?

In addition to operations inspections, account management also provides oversight and approval of site documentation, including daily reports, incident reports, time sheets, post orders, and any other documentation developed and maintained for the account.

## **Your Management Team**

USA brings the most talented and experienced thought leaders in the industry to our management team. Our team consists of recognized security experts who have owned security firms, served in our military and/or served as police/FBI/CIA/Secret Service and in other law enforcement capacities. With the depth and breadth of expertise and associated world class best practices, we consistently enhance the value of our client partnerships. Further, we maintain a very responsive, client-centric, and flat organizational structure to provide exceptional customer service.

### **Executive Leadership**

Your company falls within USA's Northern Group. As President of the Northern Group, Joe Lo Bianco will be the senior leader on your management team. Joe has had 33 years of experience in contract security and is one of the executives who manage and sustain streamlined processes and quality standards at the national level. Joe and the other executives serve as key advisors to our corporate office on benchmarking, best practices, and cost reduction opportunities, based on insights they gain through oversight of multiple branches across broad geographic areas.

For your contract, Joe will drive accountability, coordinate action plans, and lend executive support to speed up issue resolution. He can quickly leverage resources to address concerns communicated directly by you or through your account team.

### **Branch Office Support**

Your operations will be supported by our Buffalo branch office location. Joseph Caporicci is our Branch Manager in Buffalo. Joseph oversees all operations and supports all USA Officers and clients within the Buffalo branch office's territory.

### **Site Leadership**

Site Supervisors will be the key contacts on site. The primary role of the Site Supervisor is to ensure site personnel achieve or exceed service level expectations. Site Supervisors report to the Branch





Manager and receive strong support from the branch team to ensure that the necessary resources are in place. Site Supervisor responsibilities include interviewing all new Officers to ensure they meet contractual and site guidelines, training Officers for site-specific requirements, and forecasting personnel needs for normal operations, seasonal surges and special events.

In addition to the responsibilities identified above, Site Supervisors are fully accountable for establishing protocols and job goals and teaching Officers to work independently, to be accountable for their assignments, and to improve their service delivery skills. Our Site Supervisors must strike a fine balance between practicing a teamwork style of management to maximize Officer productivity and maintaining their authority to control the premises as the senior leaders onsite.



## References and Experience

USA brings highly relevant experience in safety and security services. To facilitate your evaluation of our performance, we have selected examples that:

- Are similar clients with similar scopes of work
- Collectively represent the full range of services you are requesting
- Demonstrate our ability to deliver high quality services at the best **Total Value to Protect<sup>SM</sup>**

We are happy to provide the following relevant references, who will attest to our success in achieving and exceeding their safety and security program goals.

Current Reference #1	
Name of Client	Clarence Central School District
Contact Person	[REDACTED]
Address	[REDACTED]
Telephone Number	[REDACTED]
e-Mail Address	[REDACTED]

Current Reference #2	
Name of Client	Depew Union Free School District
Contact Person	[REDACTED]
Address	[REDACTED]
Telephone Number	[REDACTED]
e-Mail Address	[REDACTED]

Current Reference #3	
Name of Client	North Tonawanda City School District
Contact Person	[REDACTED]
Address	[REDACTED]
Telephone Number	[REDACTED]
e-Mail Address	[REDACTED]





## Pricing

### Holidays and Overtime

All USA Officers who work on the following holidays, and any holidays designated by the client, are compensated at 1.5 times their regular hourly wage: New Year's Day, Martin Luther King Day, President's Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Thanksgiving Day, Christmas Eve Day, and Christmas Day.

We bill at premium rates (1.5 times the regular hourly rate) for client-requested overtime with less than 24 hours' notice. We also bill at the premium rate to deploy additional Officers with less than 24 hours' notice. We can provide additional Officers at the straight time rate with enough notice to prepare schedules that do not require overtime.

### Billing

Billing is scheduled on a weekly basis. Invoices include line-item entries for all costs, including our rates, Officer wages, overtime and all other expenses incurred. Payments are due within 10 days of the billing date.

### Proposed Rate Structure

The pricing and coverage below reflect the most cost-effective approach to meeting your security requirements.

Position	Hours per Week	Straight-Time Bill Rate	Premium-Time Bill Rate
Control Room Security Officer	75	\$28.86 /hr	\$43.29 /hr

*Security officer will monitor over 300 cameras. Security will dispatch the resource officers as needed. The control room will serve as a base station and communicate through two way radio, landline, cell phone and internet.*



## Benefits

USA has developed a comprehensive and market-competitive offering of benefits and incentives to attract promising candidates and promote retention of qualified, experienced Officers. Even at the recruiting stages, we seek to minimize future turnover by representing our position openings as career opportunities, with a clear path for advancement through training and development that is available only to those who meet exacting hiring criteria.

We follow stringent procedures to select high-integrity candidates, thoughtfully match competencies to assignments, and then diligently instill the knowledge and skill sets for success. These retention drivers, in combination with strategically selected benefits and industry-leading incentives, strengthen our security programs with the advantages afforded by staffing continuity and longevity. **We have maintained a company-wide average Security Officer turnover rate of 32% over the past five years**, compared to an industry average that exceeds 100%, according to research by the Freedonia Group.

Our benefits program is structured to provide you with maximum flexibility to balance coverage, retention, and budget concerns.

### Medical Insurance

**All full-time USA Officers have a choice of two medical providers.** Anthem and Century Health Care (CHC) are the providers available to all full-time, USA Officers who work 30 or more hours per week. Coverage is effective the first of the month following 60 days of service.

**Anthem** – The Anthem plans include major medical coverage with a Prescription Drug Plan. Associates can choose between the different levels of available coverage:

- Anthem Standard and Premium – PPO plans
- Anthem Basic (use of in-network providers only)

We also offer a “Bronze” level plan through Anthem based on the Associate’s wage band as an affordable alternative to our major-medical coverage plans. The Bronze plan provides the minimum value benefits in compliance with the Affordable Care Act (ACA).

Officers who do not use tobacco receive a \$50.00 monthly credit toward their medical premium.

In addition, Dental (with or without orthodontics), Vision, Short Term Disability\*, Basic Life and AD&D, Supplemental Life and AD&D, Hospital Indemnity, Accident Insurance and Flex Spending are also available. Medical plans and add-ons are offered at negotiated fees based on flat rates.

*\*Short Term Disability not offered in CA, NJ, and NY due to state disability plans*

**Century Health Care (CHC)** – The CHC plans are limited benefit plans, offering three different benefit levels: Value, Select, and Premier with a limited copay prescription plan. These plans offer preventative care, meet the minimum essential coverage (MEC), and are ACA compliant. Benefit plans and add-ons are offered at flat rates.







Provider	Plan	Monthly Premium for Associates					
Anthem		Medical/Health			Dental, no Ortho	Dental, Ortho	Vision
		Basic	Standard	Premium			
	Employee	\$536.92	\$614.34	\$768.49	\$25.72	\$27.22	\$5.71
	EE + Spouse	\$1072.54	\$1,235.11	\$1,558.84	\$54.00	\$57.15	\$9.14
	EE + Child(ren)	\$975.15	\$1,122.25	\$1,415.44	\$48.86	\$51.71	\$9.71
Century Health Care	EE + Family	\$1,559.46	\$1,799.45	\$2,277.33	\$79.71	\$84.36	\$15.25
		Value		Select		Premier	
	Employee	\$74.96		\$105.96		\$168.46	
	EE + Spouse	\$156.15		\$227.15		\$360.15	
	EE + Child(ren)	\$144.15		\$203.15		\$317.15	
	EE + Family	\$223.35		\$315.35		\$504.35	

## Uniforms

As *SecuritySTARS*®, our Security Officers are expected to report for duty in a uniform that fits our "three C" criteria – **Clean, Crisp and Complete**.

Security Officers are provided consistently branded uniforms that are offered in a variety of styles to present a sharp, professional appearance that fits your standards.



*Pictured above are three of our most popular uniform styles: Concierge, Classic, and Polo.*