

Proposal to Provide Vacation Rental Response

Submitted to:

Cathedral City Police Department

Date: August 22, 2016



Safe. Secure. Friendly.SM

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.





Executive Summary

U.S. Security Associates (USA) welcomes this opportunity to introduce Cathedral City Police Department to our organization and showcase our capabilities and experience.

U.S. Security Associates was founded in 1955 and today is one of the largest security companies in the industry. We have 48,000+ employees in 160+ offices, providing security officer services and risk mitigation solutions for 5,300+ clients.

Our office that has been serving the Coachella Valley is located in Palm Desert.

The differentiators that distinguish USA and the value we provide are the key points we want to emphasize here.

- **Relevant Past Performance**
 - City and County references
 - Local experience
- **Single Source Security Provider**
 - Unified guard force
 - Consulting and Investigation services
 - Additional services
- **Personalized Service and Attention from Managers Invested in Your Success**
 - Empowered site management and accessible executive support
 - Clear and concise communication
 - 24/7 emergency response
- **Optimal Client Value**
 - Officer quality
 - Technology investment
 - Performance measurement program

As outlined above, USA's value lies in a single source service model and consistent, responsive performance enterprise-wide – informed by specialized expertise and relevant experience, and driven by processes that ensure optimal client value and continuously improve operational efficiency.



Relevant Past Performance

Your scope of work as we understand it, is consistent with work USA is performing for clients in a wide range of industries and settings. In this section, we cite examples of our experience specific to the vacation rental enforcement as well as examples of work that parallels Cathedral City Police Department's scope in other respects.

Vertical Market and Local Experience

Over the years, we have provided turnkey management of physical site security services for many cities and nearby counties serving the government sector. We also serve many local clients, who can attest to security force performance and the responsiveness of our area management team, including:

- City of Palm Springs- vacation rental noise enforcement, patrol of parks- removing homeless people, organized special events, airport security, patrol downtown for graffiti and vandalism
- County of Riverside- opening and locking of parks, report graffiti and vandalism
- City of Coachella- locking parks, curfew enforcement, and reporting graffiti and vandalism
- City of La Quinta- organized special events
- City of Pasadena- public works, patrol of parks,
- HOA Communities- parking enforcement, speeding tickets and CC&R enforcements
- Chamber of Commerce- organized special events
- JFK Hospital- provides security for hospital and parking citations,

Single Source Security Provider

USA is a one-stop source for all of your security service needs, from physical site security to consulting and investigation services and beyond.

With thousands of officers in the field, our uniformed protection team may capture the spotlight through sheer manpower and visible presence, but behind-the-scenes are consultants and investigators who are counted among the industry's most respected authorities and trusted advisers. With USA as your security partner, you have a direct connection to experts retired from the upper echelons of law enforcement organizations such as the FBI, the Secret Service, the DEA, the U.S. Marshals, U.S. Customs, LAPD, and NYPD. They are complemented by high-ranking retired military veterans, former C-level security executives and graduates of the world's finest institutions of higher learning. We are prepared to provide you with access to specialists in risk assessments, intelligence, personal protection, specialized training and emergency response services domestically and around the world.



The depth and breadth of our in-house expertise means Cathedral City Police Department Homeowner's Association can rely on USA for integrated security solutions combining any of the following core competencies.

- Unified Guard Force
- Security Consulting
 - Risk Analysis & Security Program Planning & Development
 - Electronic Security System Assessment/Design/Project Management
 - Protection/Threat Management
- Background Screening
- Personal Protection
- Special Event Security
- Specialized Training and Production
- Disaster & Emergency Response

Personalized Service and Attention from Managers Invested in Your Success

USA has a strong local leadership team in the Coachella Valley area, including Area Vice President Erik Fields and Branch Manager Richard Bradford. Mr. Fields provides operational leadership and as former USA Director of Technology, brings extensive experience and expertise in utilizing our state-of-the-art field technological services. Mr. Bradford has more than 12 years' experience in security management with additional background experience in private investigations and corrections. Mr. Fields and Mr. Bradford will visit your sites frequently, observing dynamics, inspecting operations, and touching base with our on-site team and your representatives. These managers will be readily accessible to you at any time, but for your convenience, we are designating Branch Manager Richard Bradford to serve as the single point of contact for Cathedral City Police Department. We have found that our clients appreciate the ease of a single point of contact empowered to handle or delegate any matter brought to his attention.

During the transition process, we will agree on a communication protocol. For instance, Director of Security may be in daily contact both with your representative and with our account manager, whereas the account manager and your representative may elect to spend time together on the phone or face to face once a week. There will also be regularly scheduled opportunities (e.g., monthly) for Mr. Fields and Mr. Bradford to review progress and concerns with your representatives.

On a quarterly basis, we will conduct a formal comprehensive review of our performance across a full range of agreed-upon metrics. Your representatives and all key account personnel will participate in this business review, including the senior executive responsible for your account.



Western Region President John Muldoon is the regional executive with senior oversight of our team in the Coachella Valley. Mr. Muldoon has over 20 years of experience providing strategic guidance and focus within his assigned areas to achieve consistent results. Throughout our partnership with Cathedral City Police Department Association, he will actively keep tabs on your account, facilitating and supporting the operations team as needed. He will maintain an ongoing dialogue with your local team confirming that the necessary resources are in place, sharing best practices and helping to develop strategies and solutions to turn opportunities into successes.

24/7 Monitoring and Emergency Response

The USA National Command Center (NCC) is located at our corporate headquarters in Roswell, Georgia. The NCC provides round-the-clock monitoring and support and information relay, storage, and retrieval. The operators on duty have instant access to all USA supervisors and management personnel throughout the country.

The NCC was established a hotline for our priority clients. These clients are provided with a unique call-in number that rings on a special line. The operators understand that this is a client-direct line requiring immediate response.

The NCC's primary responsibility is to monitor open posts at client locations. An officer reporting for duty calls from a client site phone to enter his identification number and corresponding client number. Our system confirms the call is from the site and that the officer is authorized for that facility's post. A post alarm is triggered if a call is not made within 15 minutes of the scheduled time, or if the information entered is incorrect. A call is generated to the first line supervisor who follows up on the post alarm criteria.

Other NCC duties include responding to client and/or officer calls regarding incident reports, sending alerts to local offices, and resolving other security related concerns. The NCC operators are trained to notify the designated client representatives and deliver the specific information required. They communicate who, what, when and where for each incident. If the operators complete an incident report for the field, they must be able to assess the situation and correctly transmit that information to all parties associated with the account.



Optimal Client Value

Officer Quality

Our service delivery processes reflect decades of lessons learned and best practices refined in each of the following areas.

- Recruiting promising applicants
- Background screening and drug testing to identify mature, high integrity candidates
- Selecting individuals with the right skills and personalities for each assignment
- Delivering award winning training pre-assignment, on post and on a continuing basis
- Provisioning officers with the requisite uniforms, equipment and supplies
- Supervising effectively to keep officers diligently performing at peak levels
- Managing the team's overall performance based on key performance indicators
- Recognizing and rewarding employee contributions and accomplishments
- Compensating officers with comprehensive pay and benefits packages
- Developing our officers' careers and offering advancement opportunities

Technology Investment

As economic pressures force businesses to operate on reduced budgets, more effective utilization of people and technology can make a critical difference.

USA's investment in industry leading workforce management systems is a good example. Through more effective use of technology, we enable the managers supporting your account to spend less time on administrative details. Not only that, but the technology reinforces quality and integrity through integrated applications featuring internal checks and balances.

We also have strategic partnerships in place with providers of operation management systems, security assessment protocols, operations management tools, and performance monitoring systems. Through these partnerships, we keep abreast of technology solutions that could ultimately reduce your overall security spend.

- *Cathedral City Police Department would have a personalized portal to view incident and history*
- *All incidents will have photos along with clear and complete descriptions for verification of infractions*



Performance Management Focused on Continuous Improvement

We will measure our team's performance for Cathedral City Police Department through a performance management plan customized to confirm we are meeting our contractual obligations while also satisfying reporting requirements and progress objectives.

The backbone of the performance management plan we develop specific to Cathedral City Police Department will be a process whereby our performance across key areas is systematically audited and documented. At some sites, we rely on a simple scorecard process. At other sites, we have more sophisticated metrics systems or service level agreements in place.

At the outset of our partnership, we will work with you to fine-tune a performance management solution and documentation to best meet your unique needs, culture and goals.

Vacation rentals- noise enforcement

U.S. Security Associates will respond to calls from the Cathedral City Police Department regarding noise complaints. An officer will go out to the property and record a decibel reading on any noise reported. U.S. Security Associates will be using Cathedral City's Police Department guidelines on decibel reading issuing citations.

Purpose of this position is to assist the Cathedral City Police Department in non-emergency capacity to allow police officers to respond to higher level incidents.

U.S. Security Associates has been assisting City of Palm Springs in this capacity for 2 years.

Conclusion

With our demonstrated experience in the Government sector, we are confident USA has the qualifications and the full range of expertise and capabilities necessary to meet Cathedral City Police Department requirements now and as your needs evolve. We are motivated and committed to provide a level of service that will earn your continued loyalty and future advocacy as a satisfied client.



Pricing

Proposed Wage and Rate Structure

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

Position	Hours per Week	Wage Rate	Straight-Time Bill Rate	Premium-Time Bill Rate
Security Officer	25	\$	\$28.00	\$42.00

Holidays and Overtime

All USA employees 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; Memorial Day; Independence Day; Labor Day; Thanksgiving 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 employ 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 monthly basis. Invoices include line-item entries for all costs, including our rates, employee wages, overtime and all other expenses incurred. Payments are due within 30 days of the billing date.

Value

Our offer is loaded with incomparable value, including: relationship focus and performance accountability; operations transparency and compliance disclosure; quality-driven processes and technology-based quality controls; and preferred client access to the deep expertise and broad-spectrum capabilities of our boutique services group. We welcome the chance to prove that U.S. Security Associates is the best value for your security dollar.

USA offers the best value for your security dollar.

Small company relationships with big company resources

Technology-based quality controls for selection, training and management

ISO 9001:2008 system to sustain quality system-wide

Benefits and incentives to attract, motivate and retain superior officers

Comprehensive, global security and risk management solutions



Security Report

Issue Type

Vacation Rental Noise Issue

Issue # **96724984**

Reported Detail

Property

Vacation Rental Inspections
3200 Vacation Homes Street
, CA

Location

Street

Reported By/Address

3200 Vacation Homes Street

Created	07/24/2016 08:20 PM	LLEONDSS
Assigned To	07/24/2016 08:20 PM	LLEONDSS
Acknowledged	07/24/2016 08:20 PM	LLEONDSS
Arrived At	07/24/2016 08:20 PM	LLEONDSS
Closed	07/24/2016 08:24 PM	LLEONDSS

Issue Status **Closed**

Assigned By	LLEONDSS
Tracking Number	LLEBEGJEBGIFI
Passcode	FABIB
Actual Problem Address	3200 Vacation Homes Street
Actual Problem Unit	Vacation Home Rental

Notes

Sun 7/24/2016 8:24 PM - LLEONDSS

WENT TO PROPERTY AT 2210 MILBEN CIRCLE IN PALM SPRINGS AND CHECK PROPERTY WITH DECIBEL READER AND GOT A READING OF 57.5 NO OTHER INCIDENTS TO REPORT

Mon 8/22/2016 4:59 PM - RBRADFORD

Email To:kburnett@ussecurityassociates.com
Email From:rbradford@ussecurityassociates.com
Email Subject:Vacation Rental Inspections - (S) Vacation Rental Noise Issue
Email Body:
Attaching Issue with Email

