Response to
RFP #15-36: Uniformed Security Officers for Rockford Public School District

Prepared by:
Dave Clayton
President/CEO/Owner
Andy Frain Services, Inc.
761 Shoreline Drive
Aurora, Illinois 60504
630-820-3820

Thursday, May 14, 2015

Presented to:
Stacie Talbert Scott
Executive Director of Budgeting and Purchasing
Rockford Public School District
Purchasing Department
501 Seventh St., 6th Floor
Rockford, Illinois 61104
Cover Letter
Thursday, May 14, 2015

Stacie Talbert Scott
Executive Director of Budgeting and Purchasing
Rockford Public School District
Purchasing Department
501 Seventh St., 6th Floor
Rockford, IL 61104

RFP# 15-36 Uniformed Security Officers for Rockford Board of Education

Ms. Talbert Scott:

Thank you for the opportunity to respond to this Request for Proposal and present our company, Andy Frain Services, Inc. (“Andy Frain”) to the Rockford Public School District (“District”) again.

As you may be aware, Andy Frain has proudly provided Guard and Patrol Services to Rockford Public Schools for the past 3 years. Our trained and capable employees have safeguarded the assets, employees and students of Rockford Public Schools while delivering superior customer service. Our record of success best qualifies us to continue to provide the requested services.

Our experienced account manager, Megan Baker, will continue to manage this project. Ms. Baker and the current officers are highly familiar with the requirements of the District and have demonstrated a track record of providing exceptional service.

Andy Frain Services is a SAFETY Act Certified company, comprised of five divisions:

1. **Commercial Security** – Providing security officers and screening of personnel and materials for commercial sites, educational facilities and courthouses.
2. **Retail Security** – Providing security officers for shopping center facilities in order to successfully improve the safety and security for families, tenants, and all customers.
3. **Transportation Security** – Providing security officers and screening of cargo, packages and personnel for airlines, cargo (air, land, and marine) terminals and the pleasure cruise industry.
4. **Sports & Entertainment** – Providing security officers, parking attendants, ushers, ticket takers, guest relations, and concierge personnel for public assembly venues.
5. **Technology** – Prism eSolutions provides industry specific audit, compliance, document management, incident management, reporting and training applications in the educational, financial, government, healthcare, manufacturing and service sectors.

With a very strong base of customers in education facilities, libraries, and commercial sites, Andy Frain is highly familiar with what it takes to make the public feel fully welcomed while still maintaining a high level of safety and security.
Andy Frain has a proven history of performing similar contracts in highly regulated industries. We have invested heavily in our infrastructure and employees to ensure that we are able to meet our contractual obligations while mitigating the risk to our company and to our clients. This investment includes, but is not limited to:

1. Automated auditing and compliance monitoring of contract requirements, Key Performance Indicators (KPI), local/state/federal requirements, and employee safety using Prism eSolutions equation® ASP software.
2. An automated scheduling, payroll and billing process (Celayix) to ensure that posts are filled, our employees are paid correctly and on-time, and our clients are billed properly and on-time to ensure cash flow.
3. Strategic partnerships with leaders in the human resources (People®), background investigations (InfoMart and Guidepost Solutions), technology (Prism eSolutions) and financial (West Suburban Bank) industries to ensure quality, consistent performance.
4. Training of our employees in the areas of security, safety, professional demeanor and the specific requirements of our client’s facilities and operations.

We have carefully reviewed the requirements of RFP#15-36; including the Scope of Services, General Terms and Conditions and understand the financial and operational scope of the project.

We trust that you will find our response thorough, accurate and complete, and we hope to be afforded an opportunity to present our abilities and qualifications more fully to the selection committee for the District.

Sincerely,

David H. Clayton
President/CEO/Owner
Andy Frain Services, Inc.
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Aurora, IL 60504
630-820-3820
630-820-3819 fax
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About Us

Founded in 1924, Andy Frain is an American owned, international security organization with 48 branch offices and service locations throughout the United States. Our 91-year old company is privately held and managed from our corporate office in Chicago, Illinois and expanded its business portfolio in 2009 to include a technology company, Prism eSolutions. Andy Frain is licensed to provide security services in 50 states, including Illinois. Members of the Frain family remain active in the company to ensure Andy Frain’s legacy of “Customer service is every employee’s job” remains part of our core business philosophy. The District contract will be managed from our corporate office.

<table>
<thead>
<tr>
<th>Business Information</th>
<th>Andy Frain Services, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Name of Company</td>
<td>Andy Frain Services, Inc.</td>
</tr>
<tr>
<td>Contact Name</td>
<td>David H. Clayton</td>
</tr>
<tr>
<td>Contact Title</td>
<td>President / CEO</td>
</tr>
<tr>
<td>Contact E-mail Address</td>
<td><a href="mailto:dclayton@andyfrain.com">dclayton@andyfrain.com</a></td>
</tr>
<tr>
<td>Company Mailing Address</td>
<td>761 Shoreline Drive, Aurora, IL 60504</td>
</tr>
<tr>
<td>Company Telephone Number</td>
<td>630 820 3820</td>
</tr>
<tr>
<td>Company Fax Number</td>
<td>630 820 3819</td>
</tr>
<tr>
<td>Company Website Address</td>
<td><a href="http://www.andyfrain.com">www.andyfrain.com</a></td>
</tr>
</tbody>
</table>
| Number of Employees (company)         | 2,822 Full Time / 3,306 Part Time
                                        | 6,128 Total Nationally             |
| Years of Experience                   | 91                                |
| Number of U.S. Offices                | 48 Branch Offices Nationally       |
| State License                         | 62245301                          |
There are many reasons why our clients contract with Andy Frain including, but not limited to, the following:

1. Our History
2. Our Culture of Service
3. Our Trained and Capable Employees
4. Our Core Business Philosophies
5. Equipment
6. Our Technology

Our History

Andy Frain was founded in 1924 by Andrew T. Frain, an entrepreneur who was certain that he could solve the perennial gate crashing problem at Chicago Stadium hockey games. With a small group of professional ushers, he created an atmosphere of authority the stadium had never before seen.

The traditional blue and gold uniforms became a hallmark for the professionalism and superior customer service that Andy Frain employs to this day, almost 90 years later.

Today, Andy Frain is an American-owned professional services company with a rich history in serving the country, notably at important events such as the Olympics, the Pope’s visit to Chicago, dozens of professional sports national championships and 20 national political conventions, to name a few. Our company has grown by reputation, not by acquisition, with 45 branch office and service locations throughout the U.S.

Our philosophy is to be a good corporate citizen and to maintain strong employee retention and recognition programs by believing in the dignity of our work and maintaining respect for the individual. This philosophy has resulted in a 97% customer retention rate over the past 10 years.

Andy Frain’s size, financial strength and business philosophies allow us to be responsive to customer needs and to adapt quickly to the ever-changing business environment. We regularly compete against much larger, publicly held or foreign owned, security companies, and our success is evidenced by the major universities and Fortune 100 companies that we maintain as customers. Our clients are able to interface directly with Andy Frain’s owners and senior executives in order to ensure swift and appropriate response to important business needs.

Andy Frain’s method for contract service begins with a focus on people. We invest in our managers and security officers so they are trained and capable of living our tradition of “Customer service is every employee’s job”. Our on-going system of quality audits ensures our customers a high level of service. We continually strive to develop new programs that will improve service and add value for our customers. This client centric business model has a proven record of successful delivery of customer service, security and technology.
Our Resume

- Founded in 1924
- 2013 International Customer Service Award
- Twenty national political conventions
- Over 5,000 conventions and trade shows
- One hundred major fairs and conventions
- Provide safe, secure environment for more than 20 million people annually
- Serve 25 major sports arenas, venues, universities
- Provide security to more than 400 commercial businesses
- Cargo Screening and auditing at 20+ domestic airports
- Security check over 500,000 trucks per year
- SAFETY Act Certification since 2006
SAFETY Act Certified, Andy Frain is Comprised of Four Divisions

Commercial Security – Provides trained and capable crossing guards, security officers and screening personnel for government facilities, business and industrial clients, cultural facilities, education facilities, hotels, residential properties, and other public facilities across the nation. We provide solutions for access control, vehicle patrol, reception/concierge, perimeter/walking patrol, temporary security coverage, background screening, bicycle patrol, EMT/first responder, control room/CCTV monitoring and personnel, vehicle and package screening.

Retail Security – Provides trained and capable security officers for shopping center facilities in order to successfully improve the safety and security for families, tenants, and all customers. Andy Frain understands that no retail facilities are alike and we customize our implementation/training/operations plans specific to the needs of our clients. Andy Frain also understands the need for continual communication and reporting. We provide solutions for access control, vehicle patrol, bicycle patrol, perimeter/walking patrol, security coverage, and EMT/first responder.

Transportation Security – Providing trained and capable security officers and screening of cargo, packages and personnel for airlines, cargo terminals (air, land, and marine), rail yards, commuter terminals and the pleasure cruise industry. Andy Frain’s Transportation Security Division specializes in security programs with government regulated entities.

Sports & Entertainment – Providing trained and capable security officers, customer service personnel, parking attendants, ushers, ticket takers, guest relations, and concierge personnel for public assembly venues. Andy Frain provides crowd engineering services, venue deployment security and event planning for professional and collegiate sporting venues and events, including the United States Golf Association and United States Tennis Association championships, NASCAR, NFL, NBA, NHL, MLB, concerts, stadiums and arenas, state fairs, festivals and expositions, and conventions and trade shows.

Technology – Prism eSolutions, a wholly owned subsidiary of Andy Frain, provides industry specific audit, incident management, document management, compliance, reporting and training applications in the educational, financial, government, healthcare, manufacturing and service sectors. Our technology platform has helped hundreds of companies achieve and maintain various ISO Certifications. This value added component provides technical and compliance expertise; a unique differentiator in our ability to support our clients.
Our Culture of Service

Many companies will tell you that they emphasize customer service or have customer service training programs. However, since 1924, customer service has been more than a chapter in a training manual or a catch phrase to Andy Frain, it is a demonstrable part of our culture as evidenced by our history, and most recently, the International Customer Service Award won by the Amway Center (www.amwaycenter.com) due in no small part to the superior customer service provided by 650 Andy Frain employees.

Our culture of service is reflected in our mission statement:

“Our goal to exceed customer expectations is driven by the belief in the dignity of work and respect for the individual. We are committed to living the tradition of...
“Customer service is every employee’s job.”

Great security is a by-product of great customer service. Visitors who experience great customer service feel compelled to follow rules and cooperate with staff.

We honor our mission through our proprietary First Impressions program. First Impressions is more than customer service training; it is an immersion into our culture. First Impressions is about how you conduct yourself as a professional, how you treat others and how you create a world-class experience for everyone in everything that we do. The First Impressions culture emphasizes our commitment to exceeding expectations in all of our roles that interact with our customers (clients, guests, employees and our coworkers).
Andy Frain provides superior customer service and creates a lasting First Impression through:

- **Safety** – Our security officers are responsible for the safety of all customers and the quality of customer service each customer is treated with. Security, the safeguarding of people and property is an integral part of Safety. Our security officers consistently demonstrate that security and customer service are not mutually exclusive; we can safeguard people and property and still deliver superior customer service.

- **Service** – Each customer that we work with, we have the same goal; to exceed our customers’ expectations. To do so, we ensure that all of our security officers know their position, their duties and responsibilities, their property, their appearance standards and how to interact with guests beyond their expectations. Security is a by-product of customer service.

- **Situation** – We understand that our security officers may encounter a diverse array of situations; each situation should be handled appropriately and in accordance with our customer’s established policies and procedures. To ensure our security officers are properly trained and confident in handling various situations each manager and supervisor will train their security officers for various scenarios and emergency situations.

- **Solution** – In an effort to make sure all of our security officers are successfully trained our managers and supervisors incorporate problem solving procedures and role play into our training. Additionally, we audit our security officers to ensure that they understand their duties and responsibilities and how to do them promptly, correctly, pleasantly and safely.

- **Sincerity** – Security officers are trained to handle various situations while maintaining composure, authenticity, and compassion for customers. Security officers will acquire teamwork and communication skills throughout the training process that will help them grow as individuals and as part of the Andy Frain team.

Andy Frain has successfully implemented First Impressions throughout our company, including at the Amway Center in Orlando, Florida.
First Impressions – Case Study – The Amway Center

Opened in 2010 and owned by the City of Orlando, the Amway Center (www.amwaycenter.com) hosts major national events, sporting events, concerts and family shows. Home to the NBA’s Orlando Magic, the Amway Center was designed to reflect the character of the community, meet the goals of the users and build on the legacy of sports and entertainment in Orlando. Andy Frain has proudly served the Amway Center since its opening and provides a staff of approximately 650 trained and capable security officers, peer security personnel, ushers, customer service representatives and other event personnel.

We first implemented the First Impressions program at the Amway Center in August of 2011 and, due in no small part to our program and our contribution to fan relations and stadium experience; the Amway Center has received the following awards:

• **2013 Customer Experience Award** presented during international The Stadium Business Summit in Manchester, England. The Stadium Business Summit is the largest dedicated meeting in the world of the owners, operators and developers of the world’s leading stadiums, arenas and major sports venues. The criteria for a Customer Experience Award nomination requires that the stadium, arena or major sports venue consistently deliver outstanding levels of service at every stage of the customer journey. The Amway Center is the first U.S. facility to win this prestigious award.

• **2012 Sports Facility of the Year** presented by the Sports Business Journal at the prestigious Sports Business Awards in New York City, which annually recognizes excellence and outstanding achievement in the business of sports.

• **2012 Facility of Merit** at the National Sports Safety and Security Conference & Exhibition by the National Center for Spectator Sports Safety and Security (NCS4). This award recognizes a facility that has performed above and beyond normal operations to demonstrate an innovative approach to enhancing safety and security. The chosen facility may also have resolved a significant safety/security issue or incident. The award is selected by each professional league and the NCAA and presented annually by a league official.

• **2011 Best New Major Concert Venue** presented by POLLSTAR. Every year since 1984, POLLSTAR has invited a small exclusive group of industry professionals to consider nominations in specific categories for the POLLSTAR Concert Industry Awards. Winners are determined by votes from the international readership of POLLSTAR.

• **2011 Tops in the NBA in the Ultimate Standings** by ESPN The Magazine. ESPN’s ninth annual Ultimate Standings ranked the Magic’s stadium experience the best in the NBA and fifth overall among all teams from the NFL, MLB, NHL and NBA. The Magic ranked as the 16th best franchise overall and fourth best in the NBA when it comes to measuring how much a franchise gives back to fans in exchange for the time and money that they invest. The rankings were devised based on factors such as bang for the buck, fan relations, ownership, affordability, stadium experience, players, coaching and being on track to win a championship. The Magic earned high honors in fan relations (sixth among NBA teams) and stadium experience (first among NBA teams).

• **2011 Stadium Journey Top Ten** facility experiences. Stadium Journey’s rating stated that the Amway Center employees “are among the friendliest stadium workers in the business.”
Our Trained and Capable Employees

Andy Frain provides security officers that are trained and capable and committed to providing superior customer service. We expect our employees to know their duties and how to do them promptly, correctly, pleasantly and safely. Therefore, we carefully select employment candidates who possess the applicable work experience, background, skills and professional image necessary to interact with customers and co-officers. Selected candidates must project a positive image that is representative of the customer service expectations and security standards of our customers and our company.

We use a proven combination of facilitator led courses, web based instruction and video instruction to ensure that our security officers are trained and capable. The facilitator lead, online and video instruction is a combination of proprietary materials, commercially available materials and materials developed by the United States Department of Homeland Security.

Each training session employs a combination of “tell, show, involve.”

- **Tell** – explain it in words.
- **Show** – demonstrate it live or use pictures, video, etc.
- **Involve** – practice it, perform it correctly.

It is not enough for the security officer to simply know the new material or method. They must be able to apply what they know and do it on a consistent basis and adapt to situations as they arise. Therefore, we evaluate the effectiveness of the training from start to finish.

- **Pre – Test** – determines knowledge or skills through written exam or performance test.
- **Mid – Course** – ensures that knowledge and skills are being understood/applied and, if necessary, make adjustments.
- **Post – Test** – determines improvement of knowledge or skills through written exam or performance test.
- **Comfort – Level** – determines how confident the security officer is in their new found knowledge or skills and assists as necessary.
Training typically falls into the following categories:

- **Pre-Employment** – Any training required for state licensing.
- **Orientation – First Impressions** – The familiarization of a new or transferred employee to Andy Frain and the client location.
- **Initial Training/Basic Job Training/On the Job Training (O-J-T)** – The initial instruction of a new or transferred employee in safe job procedures for the work assigned.
- **Ongoing Training** – Planned training which upgrades knowledge, skills or abilities, resolves problems or is provided for professional development.
- **Recurrent/Refresher Training** – Training necessary to ensure compliance with state regulation or client contract and or for professional development.
- **Individual Contact/Coaching** – The unplanned training session conducted by a supervisor with an employee.

Each First Impressions program session includes:

- A client specific First Impressions training workbook, developed in coordination with our clients. The security officer keeps the workbook and is able to write notes and reference them well after the training session has been completed.
- Role-play exercises, mutually agreed upon with our clients, which emphasize safety, situation, service, solution and sincerity. Each security officer demonstrates a thorough understanding of their duties and how to do them promptly, correctly, pleasantly and safely while exceeding customer expectations.
- A written examination, mutually agreed upon with our clients, ensures that each security officer understands their duties and responsibilities.

Andy Frain uses our proprietary software, equation® ASP and the Employee Performance Index (EPI), to ensure compliance with training requirements, measure the mutually agreed upon Key Performance Indicators (KPI) and audit the knowledge, skills and abilities of our security officers assigned to our client facilities.
Our Core Business Philosophies

Andy Frain’s core business philosophy is that when you treat people with courtesy, dignity and respect, they will be motivated to deliver quality service. This philosophy is echoed in our mission statement which states that “we are committed to living the tradition of Customer service is every employee’s job.”

We believe the quality of our service is dependent upon hiring the right person for the right job and ensuring that they are trained and capable to perform the assigned tasks and committed to providing superior customer service. In short, we hire for attitude and train for skill because great security is a byproduct of great customer service.

We select the right people for the job, from the communities we serve, and ensure that they are treated with dignity and respect and are trained and capable to deliver superior customer service in accordance with contract requirements and local, state and federal regulations.

We also take great pride in being a good corporate citizen; recruiting employees from the communities we serve while make charitable contributions to those communities as well.

The following are a few examples of the charities that Andy Frain has participated in over the last three (3) years:

- $444,000 to National Teen Challenge
- $16,000 to the McGraw Wildlife Foundation
- $15,000 to Music for the World
- Donation of tickets and services to the Make-A-Wish foundation
- Donation of services to the Civil Rights Game in Memphis, Tennessee
- Donation of services to The John Buck Foundation Spring Fling, benefitting New Schools for Chicago

Andy Frain has also been recognized as a “Patriotic Employer” by the National Committee for Employer Support of the Guard and Reserve.
Our owners and senior executives are actively involved in the oversight of our contracts and, if necessary, run towards problems to ensure that they are resolved to our clients’ satisfaction. Our vertical markets emphasize our “customer-centric” approach to service. This approach is summarized as follows:

- **We will demonstrate understanding by and perspective by:**
  - Knowing our clients’ business models, recent performance and strategic priorities
  - Proactively addressing our client’s concerns and issues

- **We will understand and exceed service expectations by:**
  - Learning our clients’ cultures
  - Delivering timely, quality and service consistent with our clients’ culture

- **We will provide the right people:**
  - Compatible with the clients’ culture
  - Committed to providing superior customer service

- **We will provide industry insight by:**
  - Providing management technically qualified and knowledgeable about the clients’ industry
  - Maintaining positive industry affiliations and networks

**Equipment**

Andy Frain will provide a tour system for the District as well as a vehicle for the account manager. In addition, Andy Frain maintains a warehouse of screening equipment – hand-held metal detectors, walk-through metal detectors and x-ray machines – at our office in Aurora. Should there be a need for enhanced security screening, this equipment, and trained operators, could be made available to the District facilities on short notice.
Our Technology
At Andy Frain, we pride ourselves in our ability to integrate technology into our services, whether that technology is client owned, proprietary, custom built or off the shelf. Owning a technology company provides us with unprecedented flexibility to adapt software programs to the needs of our clients.

About Prism eSolutions
Prism eSolutions (“Prism”) is a technology and management services organization that provides smart solutions to compliance requirements, supplier performance, and other quality issues. Prism eSolutions is a wholly owned subsidiary of Andy Frain Services, Inc.

Prism provides professional staff, software, and solutions to brand protection, world class customer service, growth, and retention challenges. Our customer set is spread over a wide range of markets including transportation, food, security, manufacturing, sports and entertainment.

Services include inspections/audits, quality consultants, and a powerful business management software tool that includes an Incident Management System. Our consultants take customers through quality certification processes. Our auditors audit and inspect supplier performance, and/or ensure your compliance to government regulations, risk management, and internal standards of performance.

Prism delivers objective third party assessments, design effective performance metric systems, with real time results. Dashboards and reports enable our customers to protect their brand identity, increase customer satisfaction, operate more effectively, and grow their bottom line. Whether your challenges are compliance with Hazard Analysis and Critical Control Points (HACCP) Regulation and the Food Safety and Modernization act, measuring supplier performance, or ensuring your team is meeting internal standards, our team of professionals delivers results.

Prism Capabilities
Certification defines the capability and willingness of individuals and organizations to meet and maintain specific standards of performance, including process, maintenance and record keeping. Some markets require certain certifications before a business can operate. In others, certification is an added value for your business, putting you at the top in your field. Attaining certification is only part of the equation. Ongoing maintenance of high standards and performance levels is what ensures a quality product time after time. Prism consultants have led our customers to certification and ongoing maintenance in the following disciplines:

ISO 9001:2008 Quality Management
ISO 14001 Environmental
ISO 16489 Automotive
ISO 13485 Medical Device
ISO 22000 Food Quality and Safety
Technology Integrated Into our Service

The following are some of the technologies that we have successfully integrated into our service.

1. equation® ASP - a software product of Prism eSolutions, a wholly owned subsidiary of Andy Frain, equation® ASP provides industry-specific audit, compliance, document management, incident management, reporting, and training applications.

2. Celayix – workforce management software; scheduling, time, and attendance, etc.

3. Employee Performance Index (EPI) – an employee evaluation tool that allows us to measure a security officer's customer service skills, knowledge of procedures, and their assigned location.

4. Pocket Guide - a software product of Prism eSolutions, the Pocket Guide takes your security program (Post Orders, Emergency Response Guidelines, etc.) from the desk and delivers it to a tablet or smart phone.

Incorporating technology into our service allows our trained and capable security officers to more efficiently and effectively provide the contracted services as well as many other services which benefit our clients. Additionally, particularly through the use of equation® ASP, Andy Frain clients are able to monitor contract Key Performance Indicators (KPI) and incidents in near real-time to ensure that we are compliant with contract requirements and local, state, and federal regulations.
equation® ASP Overview

Prism’s equation® ASP is a web-based application that helps our customers implement, maintain, document and improve business, compliance and certification management systems.

equation® ASP can be provided as a stand-alone technology solution, or integrated with our Consulting Services to establish, implement and maintain your business management system.

equation® ASP

1. Is highly secure with password, firewall, encryption, and back up protection.
2. Comes pre-configured for easy start up and is highly configurable to allow maximum flexibility and customization.
3. Is easy to use and can be implemented with minimal administrator and user training.
4. Includes customer support and periodic upgrades.

equation® ASP contains a full range of modules to meet important business management needs:

1. Document Control
2. Project Management
3. Corrective Action/Improvement
4. Data Collection
5. Internal Audits
6. Customer Relationship Management
7. Communications
8. Training
9. ReadyTrack Incident Reporting
Employee Performance Index (EPI) Overview

To ensure we are providing a trained and capable staff, we implemented our Employee Performance Index (EPI) tool. The Site Supervisor will be responsible for, at minimum, monthly quality and compliance audits of the security officers assigned to NAI Partners using equation® ASP and KPI mutually agreed to. The audit results are made available to NAI Partners in near real time through the reporting function of the software and will become part of each employee’s record.

The EPI tool is very user-friendly. The Supervisor selects the security officer and post assignment on a smart phone or tablet and makes observations regarding the security officer and may also ask questions about the branch. The Supervisor uses the interaction with the security officer as an opportunity to raise the security officer’s awareness about their assigned post. In this way, NAI Partners and Andy Frain management will have constant and meaningful metrics on the results of our ongoing training and management.

The following EPI is used for our security officers in a shopping center environment.

Sample EPI – Observations

<table>
<thead>
<tr>
<th>Officer Observations</th>
<th>No</th>
<th>Yes</th>
<th>Exceeds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Uniform:</strong> Officer is wearing the proper uniform it is clean, appropriately sized and hemmed. The duty belt is properly equipped, organized and worn.</td>
<td>No</td>
<td>Yes</td>
<td>Exceeds</td>
</tr>
<tr>
<td><strong>Grooming and Personal Hygiene:</strong> Officer is clean, free of offensive odor and properly groomed. If male, the officer is properly shaved.</td>
<td>No</td>
<td>Yes</td>
<td>Exceeds</td>
</tr>
<tr>
<td><strong>Code of Conduct:</strong> Officer is carrying code of conduct cards, properly issuing them and is knowledgeable of the mall’s established code of conduct and the proper procedures for enforcing the code of conduct.</td>
<td>No</td>
<td>Yes</td>
<td>Exceeds</td>
</tr>
<tr>
<td><strong>Guest Interaction:</strong> Officer is issuing active greetings, making eye contact, patrolling against the flow, giving directions and generally assisting guests in a friendly manner.</td>
<td>No</td>
<td>Yes</td>
<td>Exceeds</td>
</tr>
<tr>
<td><strong>Tenant Interaction:</strong> Officer is performing beat greets, hotspot walk throughs, regular walkthroughs and generally making his/her presence known to the tenants in a friendly manner. Officer is notifying dispatch/supervisor when entering and exiting tenant space.</td>
<td>No</td>
<td>Yes</td>
<td>Exceeds</td>
</tr>
<tr>
<td><strong>Vital Patrol Tactics:</strong> Officer is picking up trash, performing restroom checks and performing other duties assigned to them while maintaining their assigned zone and effectively communicating.</td>
<td>No</td>
<td>Yes</td>
<td>Exceeds</td>
</tr>
<tr>
<td><strong>Vehicle Patrol:</strong> Officer is obeying speed limits and traffic laws, is wearing the seat belt, maintaining their assigned zone, is patrolling randomly, has no food or unauthorized drink in the vehicle, is interacting with guests and utilizing lights appropriately. An inspection of the vehicle was completed prior to patrol.</td>
<td>No</td>
<td>Yes</td>
<td>Exceeds</td>
</tr>
<tr>
<td><strong>Bike Patrol:</strong> The officer properly signed out the bike, is wearing a helmet, is riding in a safe manner, patrolling in a random pattern, is not taking excessive breaks and is interacting with guests.</td>
<td>No</td>
<td>Yes</td>
<td>Exceeds</td>
</tr>
<tr>
<td><strong>Park – Walk – Ride:</strong> Officer is splitting time evenly between walking, driving and riding. If multiple officers are assigned, they are not spending excessive time together.</td>
<td>No</td>
<td>Yes</td>
<td>Exceeds</td>
</tr>
<tr>
<td><strong>Dispatch Operations:</strong> Officer is following proper radio procedure, prioritizing calls, monitoring CCTV, logging entries and maintaining a clean work space. Has the Mercury program up and running.</td>
<td>No</td>
<td>Yes</td>
<td>Exceeds</td>
</tr>
</tbody>
</table>
Sample EPI – Questions
Questions are adapted to the specific requirements of the client and updated weekly or monthly as mutually agreed upon.

<table>
<thead>
<tr>
<th>Officer Questions</th>
<th>Fails to Meet Expectations: Missed several steps or inaccurately identified when to use physical force</th>
<th>Below Expectations: Missed a step or count accurately explain when to use non-violent physical force</th>
<th>Meets Expectations: Knowledgeable in the Use of Force</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explain the Use of Force Continuum and when Public Safety is authorized to utilize each level.</td>
<td>Fails to Meet Expectations: Cannot explain or does not know role</td>
<td>Below Expectations: Fails to clearly articulate role but has general understanding</td>
<td>Meets Expectations: Accurately explains role</td>
</tr>
<tr>
<td>What is the role of the Public Safety Department?</td>
<td>Fails to Meet Expectations: Cannot identify most incidents or information related to them</td>
<td>Below Expectations: Knows some incidents and important details or is unable to provide important details</td>
<td>Meets Expectations: Is able to identify all incidents and provide important details</td>
</tr>
<tr>
<td>What were the last serious behavior and vehicle crimes that occurred on the property?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Celayix Overview
Andy Frain uses Celayix Workforce Management software to control all facets of staff management from online scheduling, through payroll and invoicing. Position worked, type of service performed and special event codes are defined to every shift a security officer will work prior to working the shift. This streamlines our administration and creates an easy, accurate and speedy invoicing process.

- **Scheduling**: Celayix is a centralized tool that allows managers to build and change client “calls” with ease. For faster fulfillment of customer orders, online scheduling is available at all locations. Database is directly connected to local time clock for attendance record keeping. Attendance tracking from a remote location is automated via our “call-in” voice express kit.
- **Time and Attendance**: All employee time record keeping is completed using the same scheduling software eliminating the possibility of user error when relying on separate systems.
- **Reporting**: Real time reports can be generated for pre and post event analysis within minutes. *Worked Hours reports are submitted with invoices to show employees paid hours to verify each invoice.*
- **Payroll & Invoicing**: With the use of time clocks and ID badges, payroll and billing is automated and accurate. Rules are set on each time keeping devise which understand the database schedule and can manage or signal early and late
“punches”. As invoices are prepared weekly, the invoices are dissected by “invoice codes” which are used to separate shifts worked for various special events, or departments.

Pocket Guide Overview
These days, almost everyone carries with them a web-enabled phone or tablet and Andy Frain’s Proprietary Pocket Guide enables authorized persons to update and or view Post Orders and Emergency Response Procedures from just about anywhere. This saves time and money.

Andy Frain or our clients can determine which information is included in the Pocket Guide and update it quickly and easily. It is as simple as “cutting and pasting” text from one document to another.

Access to the Pocket Guide can be tracked to ensure review and compliance with new directives.
Implementation and Transition

Andy Frain believes that the District will be best served by the implementation of a mutually agreed upon start-up and transition plan. In the absence of a mutually agreed upon start-up and transition plan, we are providing the following brief description of a typical start-up and transition plan.

Andy Frain’s start-up and transition planning will begin immediately upon contract award to ensure timely and seamless transition of services. We will deploy experienced start-up and transition teams to ensure no disruption to the District’s operation and minimize the impact on the affected employees. Our experienced transition team will include personnel responsible for the following functions:

- **Contract Management** – finalize contract, establish billing/reporting protocols, compliance monitoring and contract Key Performance Indicators (KPI).
- **Human Resources** – transition incumbent employees and recruit/hire new employees as necessary.
- **Purchasing/Logistics** – order and deliver equipment, technology and uniforms.
- **Operations** – conduct site surveys (security and safety), develop security manual and post orders, prepare/distribute schedules, and establish communication protocols.
- **Training** – determine training needs (management and security officers), coordinate training resources and deliver training.

Particular emphasis will be made to immerse incumbent personnel into Andy Frain’s culture of service through our proprietary First Impressions program.

With the District’s approval, the entire transition plan will be entered into equation® ASP and the District will have access to online reports in equation® ASP to monitor the transition process. Our start up and transition will begin a minimum of thirty days prior to the contract start and continue for a minimum of sixty days beyond the contract start to ensure the District’s satisfaction with the transition.
Sample Transition Plan

<table>
<thead>
<tr>
<th>Day</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day 1</td>
<td>• Meet with the District’s representative(s) and review the transition plan.</td>
</tr>
</tbody>
</table>
| Days 2 – 20| • Finalize contract, establish billing/reporting protocols, compliance monitoring and contract Key Performance Indicators (KPI).  
            • Order equipment, technology and uniforms.  
            • Conduct site surveys, update/create procedures, security manual and post orders.  
            • Determine training needs (management and security officers), coordinate training resources and deliver training.  
            • Begin onboarding employees (screening, hiring, scheduling, training, uniforms, etc.) |
| Day 21    | • Meet with the District’s representative(s); review procedures and training materials and provide status |
| Days 22 – 24| • Input contract, billing/reporting protocols, compliance monitoring and contract Key Performance Indicators (KPI) in equation® ASP.  
               • Receive equipment, technology, vehicles and uniforms.  
               • Verify accuracy of site surveys and post orders.  
               • Continue onboarding employees (screening, hiring, scheduling, training, uniforms, etc.) |
| Days 25 – 30| • Deliver and install equipment, technology and vehicles as necessary.  
               • Continue onboarding employees (screening, hiring, scheduling, training, uniforms, etc.) |
| Contract Start | • Begin service without disruption to the District’s operations. |
| Days 1 – 7  | • Daily visits to each post, review uniforms, training and equipment |
| Days 1 – 60 | • Weekly meetings with the District’s representative(s); resolve issues as they arise. |

To ensure a proper transition, Andy Frain would like, but does not require, a minimum of 30 calendar days to transition the service. Members of our experienced Implementation and Transition Team will remain fully engaged for as long as necessary after the start of the District contract.
Employee Screening

Andy Frain provides security officers that are trained and capable and committed to providing superior customer service. We expect our employees to know their duties and how to do them promptly, correctly, pleasantly and safely. Therefore, we carefully select employment candidates who possess the applicable work experience, background, skills and professional image necessary to interact with customers and co-officers. Selected candidates must project a positive image that is representative of the customer service expectations and security standards of our customers and our company.

We run a background check on all applicants who have successfully completed the online application and interview phases to verify the information that they have provided us (e.g. identity, employment history, education, etc.) and been extended a contingent offer of employment. This process helps us to hire people who are likely to function well as security officers.

Andy Frain has partnered with InfoMart (www.infomart.com) as our primary vendor for both standard and specialized background checks and drug screening. InfoMart has the appropriate suite of service offerings as well as the capability to format the employee background information as a secure attachment to the employee’s file in EquationASP™, Andy Frain’s proprietary compliance software. Additionally, Andy Frain has partnered with GuidePost Solutions, LLC, a global investigations and compliance firm, to provide specialized background screening or investigations as necessary.

Andy Frain’s Standard Hiring Process

1. Candidate completes an application online.
2. If the online application is completed thoroughly and accurately, indicating the minimum requirements are met, the applicant is contacted for a telephone pre-screen interview.
3. If the telephone interview reveals a qualified applicant, an initial interview is scheduled.
4. If the applicant successfully completes the initial interview, a second interview with operations management is scheduled.
5. If applicant successfully completes the second interview and meets the hiring requirements, a drug screen is scheduled.
6. If the results of the drug screen are negative (passed test), the applicant is submitted for the background screening, personal reference check and physical examination.
7. If both the drug screen and background check are successfully passed:
   a. The applicant’s qualifications and experience information is submitted to the District for approval.
   b. The applicant may be interviewed in-person if the District chooses to do so.
   c. The applicant is extended an employment offer and completes the new hire process.

Andy Frain requires that security officers be selected for employment after passing a screening process. There are a number of factors that are evaluated by our experienced managers to qualify an applicant to work as a security officer, including:
Identity Check/Background Screening Plan

Andy Frain carefully selects employment candidates who possess the applicable work experience, background, skills and professional image necessary to interact with customers, co-officers and customers. Selected candidates must project a positive image that is representative of the customer service expectations and security standards of our customers and our companies. We hire for attitude and train for skill.

Additionally, prior to hire, our experienced managers and human resources professionals will ensure that applicants meet or exceed the minimum requirements set forth in Scope of Services.

Andy Frain maintains complete, thorough and accurate employment records in accordance with contractual requirements and state, federal and local law. Files will be maintained in accordance with Scope of Services at our Regional office. Additionally, the requirements are entered into our proprietary software, Equation® ASP, to ensure compliance.

Uniforms

Uniforms make an important statement. Everyone is impressed when they see a soldier at the airport returning home in their tan camouflage uniforms. It represents a commitment to country and commands respect. At Andy Frain we have made an effort to work with our customers to select a style and color of uniform that best represent the image they want to communicate to their customers.

Currently the District is using a uniform which includes the white polo shirt and black slacks for general security guards and a vest for event staff. It is our intent to work with the District to select a grouping of uniforms that will best meet the needs of the District including the distinction of the general security services and event staff. Seasons of the year will certainly dictate certain type of outer gear which will be included as needed. If for any reason the District is not satisfied with the current uniform selection, Andy Frain Services will work with the District to re-select mutually agreed upon uniform options.
Training

Andy Frain uses a proven combination of facilitator led courses, web based instruction and video instruction to ensure that our security officers are trained and capable. The facilitator lead, online and video instruction is a combination of proprietary materials, commercially available materials and materials developed by the United States Department of Homeland Security.

Initial Training

Prior to the start of the contract, Andy Frain will provide syllabus for the Initial Training to the District for approval. The syllabus will include, but not be limited to, the following subjects and any other relevant subjects the District may deem appropriate:

1. Understanding, meeting/exceeding the customer’s needs
2. An in-depth knowledge of all appropriate security procedures
3. Vehicle inspections for those facilities where vehicle access is provided by Andy Frain
4. Geographic orientation and indoctrination.
5. Facility Operations – familiarization with the services provided at the facility, locations and ground transportation services
6. Communicating with customers and co-workers:
   a. Professional telephone and in person conduct
   b. Facility terminology
   c. Effective and appropriate oral and interpersonal communications.
   d. Handling customer complaints.
   e. Conflict resolution and dealing with irate customers.
7. Understanding the needs and concerns of disabled customers and how to address these needs. This includes all types of disabilities.
8. Specific duties and reporting relationships.
9. Post assignments and work schedules.
10. Familiarization with, and applicable procedures related to, required forms and tour reports.
11. Appropriate ethics and conduct.
12. Professional appearance standards.
13. Appropriate emergency procedures and notifications.
14. Traffic safety
15. Andy Frain’s Mission Statement
17. Maintaining a safe work environment.
18. Radio usage, terminology and procedures.

Ongoing Training

Andy Frain is committed to providing security officers that are trained and capable of providing Guard and Patrol Services along with superior customer services. Ongoing training upgrades the security officer’s knowledge, skills or abilities or resolves problems. Therefore, we believe it is in the best interest of the District that the ongoing training requirement (topics, frequency, etc.) is mutually agreed upon.
Employee Retention

Andy Frain’s success is a result of the selection and retention of the security officers that we hire. We believe the quality of our service is dependent upon hiring the right person for the right job and ensuring that they are trained and capable to perform the assigned tasks. With competition within the service industry for quality employees at an all-time high, it becomes even more important to provide a quality working experience for each employee. Andy Frain’s ability to provide that working experience is why so many of our management and front line personnel remain with Andy Frain and continue to grow and develop as professionals within our company.

Our historically low turnover rate is a direct result of Andy Frain’s core business philosophy; that when you treat people with courtesy, dignity and respect, they will be motivated to deliver quality service.

The key attributes of our core business philosophy are:

- A corporate culture of employee respect and appreciation.
- The profiled selection of the right person for the right job.
- Ongoing training and education programs.
- A focus toward on-site supervision and support.
- Continual assessment of our performance and expectations.
- Rewarding and recognizing people for their contribution.
- Provide incentives to performance.
- Create a work atmosphere that is serious but fun.
- Recognize the potential in each individual.
- Provide affordable benefit programs.
Contingency Plan

The first step to ensure appropriate backup coverage is to expect the need for backup coverage and train an appropriate number of security officers to fill this need. However, we recognize that there are times when an unexpected situation will arise when immediate additional staff is required.

Andy Frain security officers are assigned work schedules in advance and have the ability to view and confirm their schedules online at any time. Typically, full-time and regularly scheduled part-time security officers will be assigned the same days and shifts each week although daily assignments may change. Emails, text messages or phone calls are appropriate methods of communicating schedule conflicts in advance of the scheduled shift.

All security officer sign-in and sign-out times are captured with a time clock which updates and informs our online scheduling and payroll software (Celayix). All officer sign-in and sign-outs are also duplicated on a paper form for redundancy. Missed clock-punches are investigated by our scheduler and entered into Celayix manually. In this way we have very accurate records of each security officer’s attendance.

All security officers are required to be on their assigned location, in complete uniform, at the start of their assigned shift. In the event that a security officer is late or cannot arrive for their assigned shift, he or she is required to provide as much notice as possible by phone call to his or her supervisor. Emails or text messages are not acceptable methods of communicating tardiness or absence.

Additionally, Andy Frain’s online scheduling and payroll software (Celayix) has a call in feature which allows the security officer to check in from their assigned location (i.e. 116 N. Michigan Avenue). If the security officer does not call within the assigned time frame, the system notifies the supervisor of the issue and the supervisor will take the appropriate steps to ensure that the assigned post is covered.

In the event that a security officer is late or cannot arrive for their assigned shift, the on-duty security officer is not permitted to leave their assigned post until properly relieved. A team of trained and capable security officers is maintained to fill an assignment in the event that a security officer is not able to complete their scheduled shift. If, for any reason, an employee cannot be replaced the supervisor shall perform the functional duties of the employee.

Security officers who are tardy or absent are subject to disciplinary action. Security officers who fail to arrive for their scheduled shift and also fail to notify their supervisor in advance of that absence are subject to disciplinary action up to and including possible termination.
Organizational Chart
Rockford Public Schools

Dave Clayton
President / CEO / Owner

Laura Grund
Executive VP / Owner

James Ott
Managing Director

Ed Millard
Program Manager – Campus Safety

James Japlon
Operations Compliance Manager

Ericka Kurtz
Regional Support Administrator

Kenny Wilson
Branch Manager

Megan Baker
Account Manager

Executive Management

Operations Management
Corporate Support

David H. Clayton – President/CEO/Owner
Aurora, Illinois
David Clayton has over 35 years of managerial experience in the aviation, security and crowd management industries. From 1995 to 1998 Mr. Clayton served as Vice President of ServiceMaster Aviation Services. His responsibilities included the overall operations and sales for ServiceMaster’s aviation security and passenger service division. This area of business represented 65 million dollars of annualized revenue, with over 1,500 employees. David founded the Aviation Security Contractors Association (ASCA) and was the first aviation contractor to become a voting member of the Aviation Security Advisory Committee (ASAC). He served as Andy Frain’s Executive Vice President – Aviation Division from 1986 – 1993 and acquired Andy Frain in September of 1998. David presently has responsibility for operational planning, strategic problem solving, facility and equipment requirements, budget and cost controls, labor relations, sales, leadership development and executive level management. He is the current President / CEO and primary stockholder of Andy Frain Services, Inc.

Laura Grund – Executive Vice President/Owner
Aurora, Illinois
Laura Grund has more than 30 years of experience in the contract service, security and customer service industries. She has served as United Airline’s Purchasing Agent for security services and as the Director of Administration and Quality Customer Service for ServiceMaster’s aviation security and passenger service division. Laura has developed and implemented numerous compliance, customer service improvement and quality assurance programs specific to the security industry. A minority owner, Laura is responsible for Andy Frain’s nationwide training and development, management support, quality assurance and compliance programs.

Dane Vontobel – Executive Vice President/Owner
Aurora, Illinois
Dane Vontobel has nearly 25 years of experience in checkpoint security operations, special events and sales management. Dane has developed and implemented security and crowd management plans for major special events such as the U.S. Opens for both golf (USGA) and tennis (USTA) and has extensive experience designing, installing and operating checkpoint security systems. A minority owner, Dane is responsible for Andy Frain’s nationwide business development, client retention and customer service initiatives.
Jeffery McClain – Chief Technology Officer
Aurora, Illinois
Jeffrey McClain has nearly 20 years of experience as a technology developer and administrator. Jeffrey has successfully integrated numerous software and hardware solutions into Andy Frain’s product offering, often authoring software “bridges” between products, and has authored more than 50 web-based applications including Global Service Locator, Field Time Management and Andy Frain’s Pocket Guide. He is responsible for the day-to-day technical operations of Andy Frain and manages a team of software developers for Prism eSolutions, a wholly owned subsidiary of Andy Frain, which provides industry specific audit, compliance, document management, incident management, reporting and training applications in the educational, financial, government, healthcare, manufacturing and service sectors.

Dave Beeman, CPP, CIPM II – Managing Director
Aurora, Illinois
A Certified Protection Professional (CPP), board certified in security management by the American Society for Industrial Security (ASIS) and a Certified Institutional Property Manager (CIPM II) by the International Foundation for Cultural Property Protection (IFCPP), Dave Beeman has more than 20 years of corporate and contract security experience including providing services for government facilities, foreign heads of state and private industry. Dave is a member of the Illinois Association of Chiefs of Police (IACP) Public/Private Liaison Committee and former Chairman of the Building Owners and Managers Association of Chicago (BOMA/Chicago) Security Committee and former member of the BOMA/Chicago Emergency Preparedness Committee. Dave possesses a clearance through the U.S. Department of Homeland Security’s Private Sector Clearance Program and is active in the Infrastructure Security Awareness (ISA) program. Dave is responsible for the overall standardization, quality and customer satisfaction of Andy Frain’s security programs and processes.

Operations Management

James Ott – Managing Director, Commercial Security
Aurora, Illinois
Responsible for Andy Frain’s commercial security operations in the Central Region since 2006, Jim Ott has more than 53 years of experience in corporate and contract security including the privatization of federal security functions, including the Federal Court System, and provision of screening services in accordance with Transportation Security Administration (TSA) requirements. Jim was instrumental in the formation of a security company in the United States (U.S) on behalf of a foreign interest; assisting in the acquisition of existing U.S. security companies, assimilating them into the newly formed company and securing the necessary business licenses.
James Japlon – Regional Manager, Transportation Security
Aurora, Illinois
Since 2010, James Japlon has been responsible for transportation clients in Illinois, Wisconsin and Minnesota. He has nearly 16 years of management experience and a Bachelor’s of Science degree in Aviation Security. As Regional Manager he is responsible for overseeing compliance, operations, personnel, training and strategic planning. He is highly knowledgeable regarding the protection of air transportation centers, ground transportation centers, warehouses and passengers and cargo screening under the Transportation Security Administration’s (TSA) Certified Cargo Screening Program. James possesses SIDA clearance for O’Hare International Airport.

Kenny Wilson – Area Manager
Lombard, Illinois
Kenny Wilson has over 20 years of experience in security and management. His experience includes, but is not limited to, recruiting, training, assists in development of safety programs, incident and accident reporting, payroll, establishing new staff accounts, and certified x-ray machine technician. Kenny oversees 13 accounts including Rockford School District, Lake Forest Hospital, FedEx Ground locations in Illinois and Wisconsin. In addition to the accounts managed, he also oversees special events at Northwestern College, golf tournaments, fund raisers, carnivals, for the Chicago bears, Chicago Cubs, the USGA (2004, 2006, 2008, 2012, 2013, 2014), etc.

Megan Baker – Account Manager
Rockford, Illinois
Megan Baker has over 14 years in the customer service and management industry, 6 of which she has been the acting liaison for Rockford Public Schools as an Account Manager. Megan has created multiple technical documents for the District as well as supervise the security officers at multiple sites. Her experience includes, but is not limited to, recruiting, training, technical writing, document creation, incident reporting, payroll, maintaining employee personnel files, and reviewing and ensuring compliance. She has many years of success in her role with the District and those years have proven her management skills.
Management Approach

Andy Frain has a long history of providing stellar customer service. This is a direct result of our proprietary Total Quality Management (TQM) program which incorporates Key Performance Indicators (KPI) which are mutually agreed upon with our clients. Andy Frain has successfully used KPI to measure the performance of its employees and its service to its customers. This success is evidenced by our low turnover rate and approximately 97% customer retention rate.

1. **Plan; establish objectives (customer KPI’s) to achieve results.** At the onset of our contract, KPI will be established with the District representative(s). Mutually identifying the KPI is the first critical step because the KPI will drive all aspects of our service, from staffing to performance management, going forward. The following documents are typically reviewed as a starting point for developing the KPI:
   a. Request for Proposal
   b. Contract Requirements
   c. Scope of Service
   e. Post Orders

2. **Do; implement processes and actions necessary to deliver results.** Once the KPI have been established, we will create an operational plan to achieve the desired results. Quality assurance procedures will be implemented to ensure success in recruiting, hiring licensing, training and performance. The security officer evaluation and recognition program is implemented using the KPI to measure the security officer’s performance.

3. **Check; evaluate the processes and results against the objectives.** Monthly customer reviews of performance measurements, customer and user surveys, and audits of compliance documentation are all conducted.
   a. **Employee Evaluations.** As part of the evaluation process, every employee will participate in an annual performance appraisal program. The Account Manager and employee will discuss his/her overall performance and establish goals to help him/her improve and meet the expected levels of performance.
   
   b. **Monthly Service Evaluations.** At the convenience of the District representative, the Director of Operations will initiate a formal monthly meeting with the District to discuss the Key Performance Indicators (KPI) and any other issues that may arise.
      
      i. This monthly meeting will also incorporate a joint review of the Monthly Report (e.g. new hires, status of available persons, etc.).
c. **Quarterly Service Evaluations.** At the convenience of the District representative, the Vice President, Operations, will initiate a formal quarterly meeting with the District to discuss the Key Performance Indicators (KPI) and any other issues that may arise. This quarterly meeting will also incorporate a joint review of the following:

i. Contract compliance
ii. Safety/Security incidents

d. **Annual Audits.** Our corporate team will also conduct an annual audit of each business location. This audit is a review of the:

i. Key Performance Indicators
ii. Employee files
iii. Licensing and regulatory compliance
iv. Uniform and image standards

4. **Act; take actions necessary for improvements and ongoing change.** Real-time documentation of corrective actions against incidents and/or quality service failures ensures improvements and ongoing change. On-site audits and inspections maintain constant vigilance of performance standards.
W-9

Request for Taxpayer Identification Number and Certification

| Name (as shown on your income tax return). Name is required at this line, do not leave this line blank. |
| Andy Frain Services |
| 2 Business names/Unincorporated entity name. It differ from above |
| Andy Frain Services |
| 3 Check appropriate box for social security classification, and only one of the following applies: |
| Individual/sole proprietor | C Corporation | S Corporation | Partnership |
| 4 Limited liability company. Under the tax classification (C-C corporation, S-C corporation, Partnership) |
| 5 In case of a single-member LLC, please check 1-C. |
| 6 Limited liability company. Under the tax classification (C-C corporation, S-C corporation, Partnership) |
| 7 Taxpayer Identification Number (TIN) |
| 8 Social security number |
| 9 Employer identification number (EIN) |

Part II Certification

Under penalties of perjury, I certify that:
1. The number shown on this form is the correct taxpayer identification number (and I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 3 above if you have been notified by the IRS that you are currently subject to backup withholding because you have not reported all interest and dividends on your tax return. For real estate transactions, item 7 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here

| Signatory of U.S. person | Ana L. Chavez |
| Date | 1/09/2015 |

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to fill out this form (whether the IRS must identify and report your or your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN) on an information return, amount paid to you, or other amount reportable on an information return. Examples of information return periods, but are not limited to, the following:
- Form 1099-INT (interest or dividend payments)
- Form 1099-DA (disbursements, including those from stocks or mutual funds)
- Form 1099-K (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (sales of securities and certain other transactions by brokers)
- Form 1099-R (proceeds from retirementually terminated transactions)

Purpose of Form

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- Form 1099-R (proceeds from retirementally terminated transactions)
**CERTIFICATE OF LIABILITY INSURANCE**

**RFP# 15-36 Rockford Public School District**

**Certificate of Insurance**

**DATE** (MM/DD/YYYY) 6/24/2014

**PRODUCER**

The Mechanic Group - 14817

**CREDENTIALS**

**INSURER**

Andy Frain Services, Inc.

**INSURED**

Aurora, IL 60504

**COVERAGE**

**CERTIFICATE NUMBER:** CL1462404045

**REVISION NUMBER:**

**This is to certify that the Policies of Insurance listed below have been issued to the Insured named above for the Policy Period indicated. Notwithstanding any requirement, term or condition of any contract or other document with respect to which this certificate may be issued or may pertain, the insurance afforded by the policies described herein is subject to all the terms, exclusions and conditions of such policies. Limits shown may have been reduced by paid claims.**

<table>
<thead>
<tr>
<th>TYPE OF INSURANCE</th>
<th>LIMITS</th>
<th>POLICY NUMBER</th>
<th>POLICY EFFECTIVE DATE</th>
<th>POLICY EXPIRY DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong></td>
<td><strong>GENERAL LIABILITY</strong></td>
<td><strong>EXCEPT LIABILITY</strong>&lt;br&gt;INCURRED SINGLE LIMIT PER OCCURRENCE</td>
<td><strong>SUMMATIC INSURANCE (N/A)</strong>&lt;br&gt;PERSONAL &amp; PROPERTY DAMAGE LIMITS</td>
<td><strong>A82-611-263344-014</strong>&lt;br&gt;2014-07-25</td>
</tr>
<tr>
<td><strong>B</strong></td>
<td><strong>ALL RENTED AUTOS</strong></td>
<td><strong>EXCEPT LIABILITY</strong>&lt;br&gt;INCURRED SINGLE LIMIT PER OCCURRENCE</td>
<td><strong>SUMMATIC INSURANCE (N/A)</strong>&lt;br&gt;PERSONAL &amp; PROPERTY DAMAGE LIMITS</td>
<td><strong>A82-611-263344-014</strong>&lt;br&gt;2014-07-25</td>
</tr>
<tr>
<td><strong>C</strong></td>
<td><strong>EXCESS LIABILITY</strong></td>
<td><strong>EXCEPT LIABILITY</strong>&lt;br&gt;INCURRED SINGLE LIMIT PER OCCURRENCE</td>
<td><strong>SUMMATIC INSURANCE (N/A)</strong>&lt;br&gt;PERSONAL &amp; PROPERTY DAMAGE LIMITS</td>
<td><strong>A82-1001690-6</strong>&lt;br&gt;2014-07-01</td>
</tr>
</tbody>
</table>

**DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES**

**CERTIFICATE HOLDER**

* FOR PROPOSAL PURPOSES ONLY *

**CANCELLATION**

Should any of the above described policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions.

**AUTHORIZED REPRESENTATIVE**

Michael Lehner/AMERIPS
ANDY FRAIN SERVICES, INC.

CONDENSED FINANCIAL INFORMATION

YEARS ENDED DECEMBER 31, 2013,
2012 AND 2011
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<td>Condensed Financial Information</td>
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INDEPENDENT AUDITORS' REPORT ON CONDENSED FINANCIAL INFORMATION

To the Board of Directors
Andy Frain Services, Inc.
Aurora, Illinois

Report on the Financial Statements

We have derived the accompanying condensed financial information of Andy Frain Services, Inc. as of December 31, 2013, 2012, and 2011 and for the years then ended from financial statements we have audited and issued our reports thereon dated April 28, 2014, April 3, 2013, and April 18, 2012, respectively.

Management's Responsibility for the Condensed Financial Information

Management is responsible for the preparation and fair presentation of condensed financial information in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of condensed financial information that is free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion about whether the condensed financial information is consistent, in all material respects, with the audited financial statements from which the condensed financial information was derived. An audit involves performing procedures to obtain audit evidence about the amounts and overall presentation of the condensed financial information.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Basis for Qualified Opinion

The condensed financial information does not include the accounts of Shoreline Properties, LLC which the Company has determined is a variable interest entity and in which the Company is the primary beneficiary. In our opinion, the Company's condensed financial information should include the accounts of Shoreline Properties, LLC to conform with accounting principles generally accepted in the United States of America. The effects of this departure from accounting principles generally accepted in the United States of America on the condensed financial information have not been determined.

5 REVERE DRIVE, NORTHBOUR, IL 60062
tel: 847-203-4700 fax: 847-203-4477
www.steinbergadvisors.com
Qualified Opinion

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the condensed financial information referred to above as of and for the years ended December 31, 2013, 2012 and 2011 is consistent, in all material respects, with the audited financial statements from which it has been derived.

Steinberg Advisors, P.C.

April 30, 2014
<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td>$ 7,143,654</td>
<td>$ 6,278,518</td>
<td>$ 6,324,550</td>
</tr>
<tr>
<td>Property and Equipment, Net</td>
<td>1,411,909</td>
<td>1,475,839</td>
<td>1,634,750</td>
</tr>
<tr>
<td>Other Assets</td>
<td>867,308</td>
<td>716,942</td>
<td>780,168</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$ 9,423,168</td>
<td>$ 8,474,099</td>
<td>$ 7,719,466</td>
</tr>
<tr>
<td><strong>LIABILITIES AND STOCKHOLDERS’ EQUITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$ 7,246,043</td>
<td>$ 6,927,305</td>
<td>$ 6,532,521</td>
</tr>
<tr>
<td>Noncurrent Liabilities</td>
<td>363,904</td>
<td>386,820</td>
<td>427,770</td>
</tr>
<tr>
<td>Stockholders’ Equity</td>
<td>1,813,221</td>
<td>1,157,974</td>
<td>759,175</td>
</tr>
<tr>
<td><strong>Total Liabilities and Stockholders’ Equity</strong></td>
<td>$ 9,423,168</td>
<td>$ 8,474,099</td>
<td>$ 7,719,466</td>
</tr>
<tr>
<td><strong>INCOME FROM OPERATIONS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td>$ 46,203,479</td>
<td>$ 40,827,724</td>
<td>$ 36,161,864</td>
</tr>
<tr>
<td>Consulting and technology</td>
<td>1,181,321</td>
<td>1,107,652</td>
<td>780,002</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 47,384,800</td>
<td>$ 41,935,376</td>
<td>$ 36,941,866</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td>40,017,648</td>
<td>36,276,880</td>
<td>32,413,658</td>
</tr>
<tr>
<td>Consulting and technology</td>
<td>535,632</td>
<td>546,711</td>
<td>761,661</td>
</tr>
<tr>
<td><strong>Total Cost of Sales</strong></td>
<td>$ 40,553,180</td>
<td>$ 35,820,591</td>
<td>$ 33,175,320</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$ 6,831,620</td>
<td>$ 6,114,776</td>
<td>$ 5,766,607</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td>5,613,534</td>
<td>5,183,702</td>
<td>5,101,817</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$ 1,218,088</td>
<td>$ 931,074</td>
<td>$ 664,000</td>
</tr>
</tbody>
</table>

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