



ANDY FRAIN

est. 1924

SERVICES®

Andy Frain Services' Managed Crossing Guard Services

Prepared by:

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Cover Letter



ANDY FRAIN
est. 1984
SERVICES®

Thank you for the opportunity to provide information on our Crossing Guard Services and present our company, Andy Frain Services, Inc. ("Andy Frain") to you. We understand that you wish to provide a safe, secure environment in and around your facilities as well as a safe corridor for the community.

Evolving from a local stadium management and security organization, Andy Frain has emerged as a national leader providing security and event services to some of America's largest corporations, universities and government facilities. Our philosophy is to be a good corporate citizen and to maintain strong employee retention 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 Services is a SAFETY Act Certified company, comprised of five divisions:

1. **Commercial Security** – Providing crossing guards and screening of personnel and materials for commercial sites, educational facilities and courthouses.
2. **Retail Security** – Providing crossing guards for shopping center facilities in order to successfully improve the safety and security for families, tenants, and all customers.
3. **Transportation Security** – Providing crossing guards and screening of cargo, packages and personnel for airlines, cargo (air, land, and marine) terminals and the pleasure cruise industry.
4. **Sports & Entertainment** – Providing crossing guards, 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 the hospitality industry, educational facilities and transportation industries, 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. At Andy Frain, we honor our mission of "Customer Service is Every Employee's Job" through our proprietary First Impressions™ program. First Impressions™ is more than customer service training; it is an immersion into our culture of service. The First Impressions™ culture emphasizes our commitment to exceeding expectations in all of our customer interactions. Through First Impressions, customer service has become more than a chapter in a training manual or a catch phrase; it is a demonstrable part of Andy Frain's culture of service 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.



Project Understanding

Andy Frain understands and is aware of the requirements of a Crossing Guard Program. We have a proven history of performing traffic control and crossing guard 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.

Andy Frain will be in direct contact with the customer to obtain schedules, dates and times for service. Andy Frain will recruit, select, and employ crossing guards and alternate crossing guards as required to provide coverage at each crossing guard post each day. In addition, the current school crossing guards will be given an opportunity to seek employment with Andy Frain. All prospective employees will be screened identically to ensure the needs and expectations of Andy Frain and the customer are met. Every crossing guard employed by Andy Frain for the customer's contract will undergo a background check of which the results will be provided to the Customer.

Andy Frain will be responsible for all training. Andy Frain uses a proven combination of facilitator led courses, web-based instruction and video instruction to ensure that our crossing guards are trained and capable. The facilitator lead, online and video instruction is a combination of proprietary materials, and commercially available materials. It is not enough for the crossing guard 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.

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."*

A great Crossing Guard Program is a by-product of great customer service. Patrons 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).



In addition to our core training, Andy Frain will ensure all employees receive the following training: handling traffic, crossing children safely, appearance, emergency conditions, knowledge of legal authority and limitation of the position, the requirements and courtesies in dealing with children, motorists, and the general public, and proper wearing of the uniform. All guards, including part time and on call officers, employed by Andy Frain receive identical training as our full-time employees. Andy Frain will provide a refresher-training course for all crossing guards no sooner than thirty days before the beginning of each school year. This is a billable activity.

In addition to our general staffing, Andy Frain also holds a contingency plan which prepares our staff and ensures all posts are filled per the contract at all times.

The first step to ensure appropriate backup coverage is to expect the need for backup coverage and train an appropriate number of crossing guards 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 Crossing Guards are assigned work schedules in advance. Typically, regularly scheduled crossing guards 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 crossing guards sign-in and sign-out times can be captured with an automated system 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 crossing guard's attendance.

All crossing guards are required to be on their assigned location, in complete uniform, at the start of their assigned shift. In the event that a crossing guard 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 crossing guard to check in from their assigned location (i.e. 116 N. Michigan Avenue). If the crossing guard 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 crossing guard is late or cannot arrive for their assigned shift, the on-duty crossing guard is not permitted to leave their assigned post until properly relieved. A team of trained and capable crossing guards is maintained to fill an assignment in the event that a crossing guard 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.

Crossing guards who are tardy or absent are subject to disciplinary action. Crossing guards 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.



Approach and Management Plan

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 customer's 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
 - d. Crossing Guard Manual
 - 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 crossing guard evaluation and recognition program is implemented using the KPI to measure the crossing guard'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 Local Field management 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 Customer representative, the Director of Operations will initiate a formal monthly meeting with the Customer 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 Customer representative, the Vice President, Operations, can initiate a formal quarterly meeting with the Customer 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.

In addition to our TQM, 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, Prism eSolutions, provides us with unprecedented flexibility to adapt software programs to the needs of our clients. Our clients have the capability to view performance and attendance, training records, background checks, reports, etc. through our technology-based programs.

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

- **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.
- **Celayix** – workforce management software; scheduling, time and attendance, etc.
- **Pocket Guide** – a web-based product of Prism eSolutions, the Pocket Guide takes your program (Post Orders, Emergency Response Guidelines, etc.) from the desk and delivers it to a tablet or smart phone.
- **AFS Mobile** – a proprietary web-based tool for Andy Frain's managers, supervisors and employees. AFS is the mobile friendly face of Equation® ASP and each feature can be accessed from any computer, tablet or smart phone. The current features include:
 - **Calendar** – allows managers to create, view and manage a yearly calendar of events and event details. An event can be added to a calendar from a computer, a tablet, or smart phone. Once an event has been added to the calendar, additional details can be associated with the event. The calendar also allows files to be attached to each individual event. Items such as incident reports, supervisor sheets, etc. may be attached to an event and can be referred back to at a later date.
 - **Time Clock** – is a feature used by employees to clock in and out for each shift that they work. Employees can clock in or out using their employee ID badge. If they do not have a badge, they can select their name from a drop-down menu. Managers have the ability to run an "on premise" report during shifts. The report will tell the manager how many employees are clocked in at that moment. The number will increase each time an employee clocks in, and decrease each time an employee clocks out.
 - **Employee Performance Index (EPI)** – allows supervisors to evaluate their staff for each event, or day, they work. The drop-down menus allow for easy access, alphabetically, to all employees hired within the job number. When reporting, managers will be able to sort by each of the various fields: supervisor, employee, location, group, service type, date, performance rating and comments. Using the EPI reporting features allows managers to quickly see how an employee has performed.

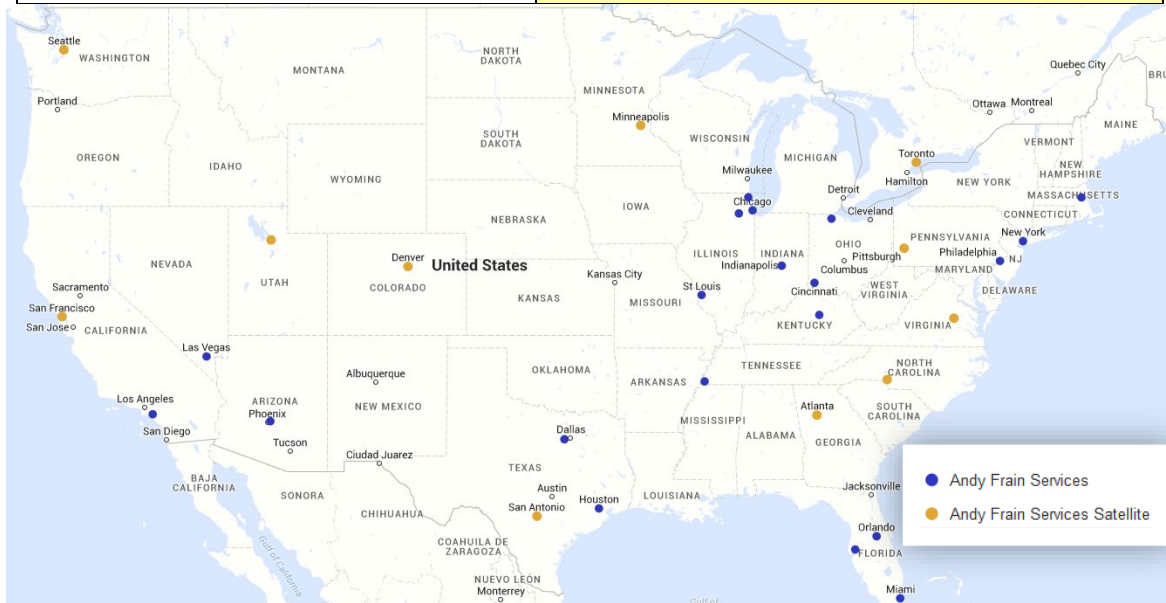


Incorporating technology into our service allows our trained and capable team to more efficiently and effectively provide the contracted services as well as many other services which benefit our clients. Additionally, particularly through the use of Equation® ASP and AFS Mobile Andy Frain clients are 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.

Qualifications and Experience

Founded in 1924, Andy Frain is an American owned, international security organization with 48 branch offices and service locations throughout the United States. Our 98-year-old company is privately held and managed from our corporate office in Aurora, 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 Customer contract will be managed from our corporate office.

Business Information	
Legal Name of Company	Andy Frain Services, Inc.
Contact Name	David H. Clayton
Contact Title	President/CEO
Contact E-mail Address	dclayton@andyfrain.com
Company Mailing Address	761 Shoreline Drive, Aurora, IL 60504
Company Telephone Number	630 820 3820
Company Fax Number	630 820 3819
Company Website Address	www.andyfrain.com
Number of Employees (company)	2,822 Full Time / 3,306 Part Time 6,128 Total Nationally
Years of Experience	98
Number of U.S. Offices	48 Branch Offices Nationally





There are many reasons why our client's 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

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 98 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 crossing guards 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.



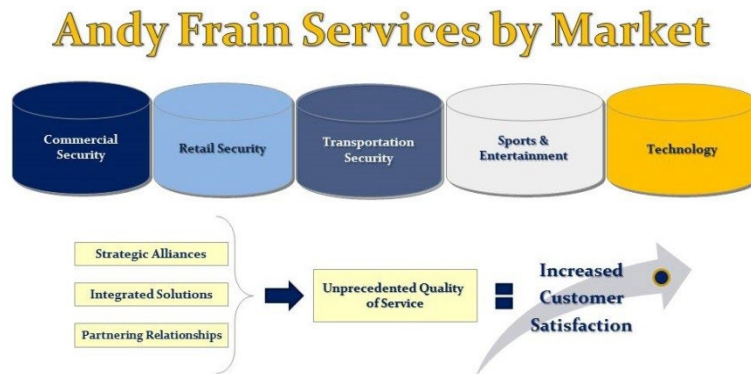
Andrew T. Frain, Our Founder



SAFETY Act Certified, Andy Frain is Comprised of Five 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 guards 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 guards 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 pedestrian safety guards, 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.””

A great Crossing Guard Program 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 crossing guards 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 crossing guards 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 crossing guards 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 crossing guards 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 crossing guards are properly trained and confident in handling various situations each manager and supervisor will train their crossing guards for various scenarios and emergency situations.
- **Solution** – In an effort to make sure all of our crossing guards are successfully trained our managers and supervisors incorporate problem solving procedures and role play into our training. Additionally, we audit our crossing guards to ensure that they understand their duties and responsibilities and how to do them promptly, correctly, pleasantly and safely.
- **Sincerity** – Crossing guards are trained to handle various situations while maintaining composure, authenticators, and compassion for customers. Crossing guards 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.





First Impressions – Case Study – The Amway Center

Opened in 2010 and owned by the Customer 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 crossing guards, 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 Customer, 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 crossing guards 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 crossing guards 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 crossing guard 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 crossing guard 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 crossing guard 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 crossing guard 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 crossing guard 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 crossing guards 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 by-product of great customer service.

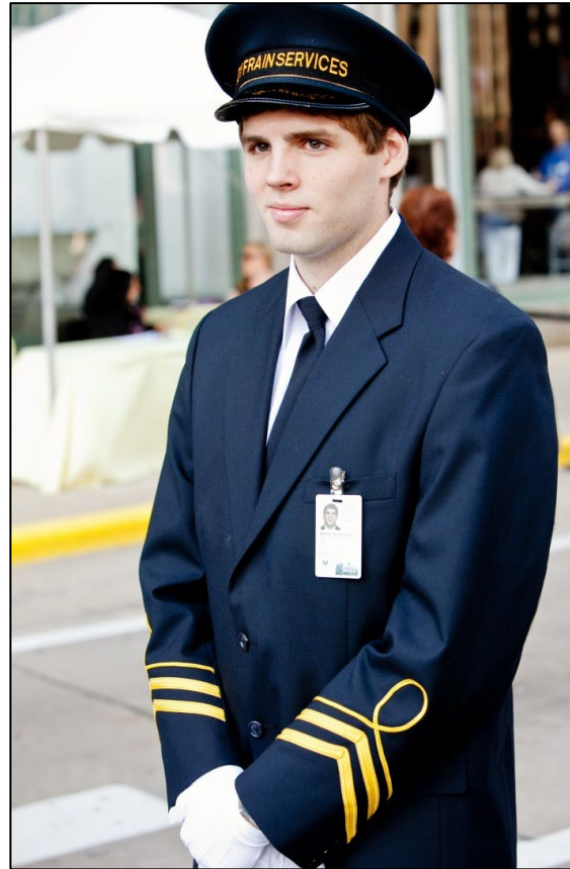
We select the right people for the job, from the communities we serve, and ensure that they are treated with dignity and respect and are trained and capable to deliver superior customer service in accordance with contract requirements and local, state and federal regulations.

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



Operational Management

Susan Grimm

Aurora, Illinois

Susan Grimm, a retired law enforcement officer, has provided outstanding security and safety management to the Andy Frain teams and customers since 2014. As Operations Director she is responsible for overseeing Andy Frain customers in the Suburban Chicago market. She is a 2000 cum laude graduate of Western Illinois University, where her major focus of study was Law Enforcement and Justice administration, with minor studies in drug pharmacology and psychology. Susan went onto graduate from the Police Training Institute in March 2001. Her law enforcement experience and training provide the needed security and safety development and implementation activities to transition a new customer into a successful life cycle operation



References

Michael Rivera, Parking Division Manager

City of Evanston

2020 Asbury Ave. Evanston, IL 60201

Phone: 847-448-8116

Email: michaelrivera@cityofevanston.org

Services: School Crossing Guards – 57 sites - 62 Guards

Dates of Service: 2019-Current

Officer Katie Kozlowski - Police Department

City of Des Plaines

1420 Miner St, Des Plaines, IL 60016

Phone: 847-391-5400

Email: kkozlowski@desplaines.org

Services: School Crossing Guards – 25 sites – 31 Guards

Dates of Service: 2022 – Current

Dr. David Hill, Superintendent

CCSD93 – Carol Stream

230 Covington Dr. Bloomingdale, IL 60108

Phone: 630-539-3290

Email: hilld@ccsd93.com

Services: Crossing Guards – 26 Sites – 30 Guards

Dates of Service: 2008- Current

Chief LaDon Reynolds, Chief of Police

Village of Oak Park

123 Madison Street Oak Park, IL 60302

Phone: 708-386-3800

Email: lreynolds@oak-park.us

Services: School Crossing Guards – 30 sites - 34 Guards

Dates of Service: 2010 - Current

John Filippi, Ed.D., SFO, Assistant Superintendent for Finance & Operations

Deerfield Public School District 109

517 Deerfield Rd., Deerfield, IL 60015

Phone: 847-945-1844

Email: jfilippi@dps109.org

Services: School Crossing Guards – 7 sites – 8 Guards

Dates of Service: 2021 - Current



Cost Summary Philosophy – Oak Park Elementary School District 97 - Crossing Guard Program – 2022/2023 Academic Year

BILLING RATES – \$26.48 per hour supporting a program that works a split shift working 2 shifts a day with each shift having a 1 hour of billable time - \$26.48 per hour for Field Supervisor supporting the program 8 hours per day.

CROSSINGS: 31 Crossing Guard Posts resulting in 62 hours of daily billable hours. The Field Supervisor needs to be funded to cover the times that the Crossing Guards are performing their duties plus scheduling and administrative time which requires 8 hours per day.

BILLING HOURS: Daily invoicing for the CG support is 62 hours per day for a daily expense of \$1642. The proposal estimates that the CG team will provide 11,160 hours of billable service based on a 180-school day calendar. This includes the billable two-hour annual mandatory orientation training required of each Crossing Guard. The estimated annual expense for this portion of the service is \$295,517. The Field Supervisor will have 8 billable hours per day for a daily expense of \$212. The expense will be based on a 190 days of Crossing Guard program support for the school year. The annual estimated expense for the Field Supervisor is \$40,250.

ANNUAL ESTIMATED EXPENSE: \$335,767 is the estimated annual expense for the assumptions presented in this proposal.

PERSONNEL NEEDED: – 1 Field Supervisor – 31 Crossing Guards – with a recommended 6 substitutes - the Field Supervisor is an automatic substitute Crossing Guard every school day



OUTSOURCING ADVANTAGES - SAVING THE CUSTOMER ON:

EQUIPMENT – Frain would assume existing inventory of Crossing Guard equipment and will supplement with new equipment as needed.

DAILY SCHEDULING AND COORDINATION

PAYROLL EXPENSE

FICA & MEDICARE

WORKMAN'S COMP INSURANCE

UNEMPLOYMENT INSURANCE

GENERAL LIABILITY INSURANCE

TRAINING

FIELD SUPERVISION

RECRUITMENT

HIRING PROCESS, INCLUDING BACKGROUND CHECKS

BENEFITS

SUBSTITUTES WILL NOT COME FROM THE CUSTOMER'S RANKS

Additional Summary Information

- Andy Frain will provide a non-billable account manager that will be available for response on a twenty-four hour per day basis
- Andy Frain has an experienced corporate training department that will work with your department to ensure the staff assigned to the account has the necessary training to provide the safe movement of the school's children
- Quality and Audit programs to measure the performance of the service provided
- Our proposal price includes a Field Supervisor local to support the account during a ten-month period – August through May.



- Andy Frain will be responsible to provide the needed substitutes/replacements to properly staff all the assigned posts
- Working with your department, Andy Frain will have all the needed equipment to properly perform the Crossing Guard function
- The above identifies that the Andy Frain proposal is a fully managed value-added solution which will not have to divert the customer's team members from their duties plus the cost of training, supervision, payroll, and legal responsibility moves away from the customer
- Andy Frain takes on the responsibility of all the expense of a resource and provides the customer with a single hourly rate for the Crossing Guard service
- Our corporate headquarters is in Aurora, Illinois for daily corporate support
- Andy Frain Services holds Insurance Protection that exceeds the standard coverage required
- We have extensive experience in the education/campus safety and event staff functions that allow Andy Frain to perform the Crossing Guard function in a most professional manner
- Andy Frain's employee benefit programs include insurance (the base being Health, Dental, and Life), recognition & pay increase programs
- Andy Frain provides a detailed invoice that validates the accuracy of the monthly billing.
- Andy Frain Services is an authorized Illinois State Police LIVESCAN vendor, providing a direct access to the criminal background data from the ISP and FBI which can be used as part of its recruitment/hiring process
- Andy Frain Services' 98 years of Event Services experience in Pedestrian Safety and Parking Traffic Management at large venues allows our proposal to offer these services on a temporary or permanent basis in the school areas that your jurisdiction covers



Andy Frain Services Applicant Background Checks for the Education/Campus Safety Division including the Crossing Guard accounts:

Multi-State Name and Address Background Check

Federal Name and Address Background Check

Illinois State Police Sex Offender Database Check

Illinois State Police Murderer and Violent Crimes Against Youth Information Database Check

US Department of Justice Nationwide Sex Offender Check

Live Scan Fingerprint Background Check (**Andy Frain Services has its own Live Scan systems authorized by the ISP and IDFPR**)

National Social Security Search

Patriot Act Search

OFAC Watch List Search

TRAINING

Andy Frain Services will provide each crossing guard with an orientation training session along with an on-going training program

The Basic Training Package consists:

- Review of the Crossing Guard Job Description
- A Power Point Crossing Guard Training Presentation
- A Crossing Guard Training Video
- Distribution of Andy Frain Crossing Guard Hand Book
- Crossing Guard Best Practices Guide

The Field Supervisor will provide a mentoring, quality, and audit process for the New Hire Crossing Guard.

The Andy Frain training program will be Customer and Site centric. Andy Frain will work with the customer on incorporating their existing training into the overall training program.