



Richard Jessup, Acting Chief of Police
San Luis Police Department

Consulting Proposal

Police Department Organizational Assessment

October 27, 2017

Prepared by:



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Police Department Organizational Assessment

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Cover Letter:

Richard Jessup, Acting Chief of Police
San Luis Police Department
1030 E. Union Street / P.O. Box 3720
San Luis AZ, 85349

October 27, 2017

Dan Olson, President
LD Consulting LLC
6635 W. Happy Valley Rd. Suite A104, #263
Glendale, AZ. 85310-2609

Reference: San Luis PD Organizational Assessment

Chief Jessup:

Thank you for the opportunity to submit a proposal for the San Luis Police Department Organizational Assessment. We understand the goals of this project and the service required. Our approach to meeting the scope of this engagement is outlined in the following proposal.

We understand how important this project is to your Police Department and feel that LD Consulting is uniquely qualified to conduct this project. The individuals selected for this project have over 100 years of law enforcement experience.

Should you have questions regarding this proposal, please contact me as indicated below. We look forward to working with you in support of this critical initiative.

LD Consulting is a Limited Liability Company (LLC) based in Arizona. Our contact information is:

LD Consulting LLC,
Phone: 602-510-8481
Email: Dan@LDConsultingLLC.com
Website: <http://www.ldconsultingllc.com>

Mailing address:
6635 W. Happy Valley Rd. Suite A104, #263,
Glendale, AZ. 85310-2609

Federal Tax ID # 45-3848038,
Letter of good standing from AZ. Corporation Commission - attached
Arizona Corporation Commission file number L17034007
Dunn and Bradstreet # 078698624

Authorized signature: As President of LD Consulting Dan Olson is authorized to contractually bind the proposer to contract with the City of San Luis.

Thank you for the opportunity to submit this proposal.

A handwritten signature in blue ink, appearing to read "Dan Olson". The signature is stylized with a large, looped "D" and a cursive "Olson".

Dan Olson, President,
LD Consulting LLC
President, LD Consulting LLC

Disclosures

LD Consulting LLC does not have a personal or financial interest, which could be a possible conflict of interest providing products or services to the City of San Luis.

Statement of qualifications

History of LD Consulting LLC

In 1999 Dan Olson was assigned to supervise the Phoenix Police Department Inspections Unit. During his assignment, Dan identified a need for inspections and audit training, specifically for sworn and non-sworn law enforcement professionals. As a result, Dan and co-worker, Mike Giammarino, developed an Introduction to Law Enforcement Auditing Course (LEIA-101) specifically for law enforcement professionals. The training was developed in terms and concepts familiar to law enforcement professionals and relevant to current law enforcement issues. With the success of the 101 course we developed a follow up course, LEIA-201. Those who successfully complete this course of study earn the Law Enforcement Inspections and Auditing Certificate (LEAIC).

While teaching these courses to hundreds of law enforcement professionals from the US and abroad we received numerous request for assistance for consulting services. As a result, we have provided consulting services to a number of agencies on an informal basis as well as on contractual basis to conduct various types of law enforcement audits and assessments.

In our positions with the Inspections Unit with the Phoenix Police Department since 1999 to the present, we (Dan Olson and Mike Giammarino) have conducted numerous audits of all 28 bureaus and precincts in the Phoenix Police Department as well as a number of special request audits / assessments. This includes an annual audit of the Phoenix Police Property and Evidence Warehouse, which contains over 1.5 million items. Phoenix is the sixth largest city in the United States.

LD Consulting LLC was founded in 2008, and has established itself as a unique consulting firm specializing in law enforcement audits and inspections training and consulting for police professionals as well as for professional government auditors. Our consulting services to law enforcement include audits and assessments for agencies throughout the United States. Our team of professionals is focused on assisting our clients towards satisfying accreditation requirements; reducing law enforcement liability, and operational costs; and improving compliance effectiveness, and efficiency.

Training Services

LD Consulting LLC is dedicated toward providing affordable quality training to law enforcement professionals involved in law enforcement audits, inspections, assessments and quality assurance activities. Our firm has trained hundreds of law enforcement professionals as well as government auditors from the US and abroad. Our students work in large and small agencies at the municipal, county, state, tribal and federal levels.

Our training component has a direct impact on our ability to provide quality consulting services as discussed in further detail below.

Consulting Services

LD Consulting LLC strives to provide consulting services to law enforcement agencies at affordable rates. We are privileged to have served numerous law enforcement agencies throughout the United States. Our firm conducts law enforcement audits, evaluations, and assessments on entire agencies, or components of an agency.

The training component of our firm provides our staff an invaluable opportunity to work with hundreds of law enforcement professionals from around the world. In light of this, our staff gains valuable insight into the current issues and trends impacting law enforcement. In working with our students during, and after, their classes we frequently deal with “real world” issues affecting law enforcement, particularly in the area of performance audits / inspections. This translates into a unique perspective for our staff when working on consulting engagements.

Statement of Qualifications and Project Approach

LD Consulting LLC
Formed in 2008 in Arizona
Phone: 602-510-8481
Email: Dan@LDConsultingLLC.com
Website: <http://www.ldconsultingllc.com>
Mailing address:
6635 W. Happy Valley Rd. Suite A104, #263,
Glendale, AZ. 85310-2609

Contact person: Dan Olson, President
Phone: 602-510-8481
Email: Dan@LDConsultingLLC.com

Proposed Project Management Structure

For this project, we have proposed our proven project management hierarchy which offers the San Luis Police Department (SLPD) a Primary Consultant (Project Manager), a Secondary Consultant (who is interchangeable with the Project Manager, and serves as a backup/alternate), supported by expert consultants, and managed by an Executive Sponsor (who is responsible and accountable for the project's success).

Consultants:

The specific group of consultants proposed for this project have worked on projects for a wide variety of law enforcement agencies from smaller municipal agencies to some of the larger tribal and municipal agencies in the country. The diversity in agency size has taught us many valuable lessons about how to properly calibrate our services to suit the unique dynamics of agencies large and small. Each engagement is unique, and the proposed project team is accustomed to adapting to the client's requirements. The listed consultants will be available to work on this engagement.

Executive Sponsor: Dan Olson, President LD Consulting LLC, CLEA

Since founding LD Consulting in 2008 Dan has completed a number of consulting engagements with law enforcement agencies in the US as well as the US Virgin Islands. Dan retired after serving 34 years with the Phoenix Police Department. For 4 years Dan was a Professional Standards Bureau (PSB) Investigations Sergeant. During his tenure as a sergeant in PSB, he conducted over 30 use of force cases/police shootings, several of which were very high profile in the community. Dan has also completed numerous administrative personnel investigations to include a number of cases involving egregious conduct resulting in employee terminations. While assigned to PSB, Dan was promoted to lieutenant and continued to work in the bureau as an Investigations Lieutenant.

During his career, Dan has worked a number of assignments. While assigned to patrol, he was the shift commander in one of the largest precincts in the city with over 100,000 residents. In this role, he was responsible for all the field operations in the precinct.

Dan was assigned to supervise the PSB Inspections Unit where he worked for eleven years. As the Inspections Lieutenant, he was responsible for completing all internal police audits, acting as the liaison with the City Auditor for all city audits of the police department, operation of the Police Risk Management Unit, project manager for the creation and implementation of the department's Early Intervention System, operations of the Mayor's Security Detail and oversight for the PSB Administrative Staff.

During his tenure in the Inspections Unit, internal police audits were completed in accordance with the Commission on Accreditation for Law Enforcement (CALEA) schedule for police department audits. These standards require an audit of all major department components every three years, at the time the department had 28 major components. As a part of the CALEA audit schedule, Dan and his staff completed numerous audits of all major operations of the Phoenix Police Department. This included on going proactive inspections as well as annual audits of the property and evidence facility of the Phoenix Police Department, which contains over 1.5 million items.

Dan is a founding member of the International Law Enforcement Auditors Association (ILEAA) and served as the president of that organization for two years. He is a member in good standing with the International Law Enforcement Auditors Association (ILEAA), the Institute of Internal Auditors (IIA), is a Certified Law Enforcement Auditor (CLEA) and has a Masters degree from Northern Arizona University.

Role in this engagement: Dan will be responsible for all administrative issues regarding the contract and the completion of the report. Dan will assist on site with observations and interviews , and will provide subject matter expert input regarding law enforcement auditing / operations and final review of the audit report.

Primary Consultant: Kim Humphrey (Project Manager)

Kim Humphrey retired after 31 years with the Phoenix Police Department. He was a commander for over 15 years and served in a number of assignments. For the last four years of his career, Mr. Humphrey served as the full-time Project Manager for the department's multi-million-dollar RMS Modernization Initiative.

Kim also was the commander over the Professional standards unit and oversaw dozens of police audits including those on overtime and staffing issues. In addition, he spent three years as the Executive Director of the Arizona Regional Community Policing Institute, and worked with hundreds of agencies and conducted numerous overall agency assessments. Kim also oversaw the Phoenix police department's communications center for several years, and is deeply familiar with communications and law enforcement procedures.

He also has formal project management training and has worked as a consultant on a number of assessments/projects of law enforcement agencies in the US.

Role in this engagement: Kim will be the project manager and main point of contact with the City of San Luis and San Luis Police Department. He will conduct on-site observations / interviews and author sections of the report.

Secondary Consultant: Mike Giammarino, CLEA

Mike is a Lieutenant with the Phoenix Police Department, where he has worked for 25 years. For nine years he was a sergeant assigned to the Inspections Unit. Mike has authored numerous audits and non-audit reports and was instrumental in the design/implementation and oversight of the Patrol and Case Management Proactive Inspection programs.

Currently, Mike directs the Professional Standards Bureau Inspections Unit. As the Inspections Unit Lieutenant, he is responsible for completing all internal police audits and acts as the liaison with the City Auditor and for all City Audits of the police department. Internal police audits are completed in accordance with the Commission on Accreditation for Law Enforcement (CALEA) schedule. These standards require an audit of all major department components every three years. Mike and his staff also complete annual audits, as well as ongoing inspections, of the property/evidence facility.

Mike has a Bachelor of Science degree in Justice Studies and a Masters Degree in Public Administration from Arizona State University. He is a founding member of ILEAA and is a Certified Law Enforcement Auditor (CLEA).

Role in this engagement: Mike will conduct on-site observations / interviews and author sections of the report.

Technical Consultant: Jack Harris, Retired Phoenix Police Chief, Law Enforcement Consultant

Jack Harris retired after 39 years with the Phoenix Police Department, where he started his career as a patrol officer, working numerous assignments before becoming Police Chief. As the Police Chief he led a department that consisted of over 3500 sworn police officers and a support staff of 1100 civilian positions with an annual budget of over half a billion dollars. After retiring he was asked to return to become a Deputy City Manager with the title of Public Safety Manager. In this position he continued to serve as Police Chief but took on the added responsibility of leadership of the City of Phoenix Emergency Management team as well as having direct oversight of all public safety entities in the City of Phoenix.

Jack is a graduate of Phoenix College, Arizona State University, Ottawa University, the Federal Bureau of Investigations National Academy and the FBI National Executive Institute. He has received numerous awards including lifetime achievement awards from the Governor of Arizona and the Fraternal Order of Police and received the Leadership award for 2012 from the Police Executive Research Forum in Washington, DC. Jack is also a respected instructor on police subjects and has taught a variety of subjects at the local, state, national and international level including teaching new police officers SWAT tactics in Somalia.

Following his retirement in 2011, Jack has worked as a law enforcement consultant, working with a number of agencies to include the US Department of Justice. He also is a nationally recognized police expert and renders opinions, and testifies, on police topics, such as police procedures, and use of force issues.

Role in this engagement: Jack will provide subject matter expert input regarding law enforcement operations and review the report.

Technical Consultant: Erin J. Kenney, CIA, CFE, CGAP, CLEA

Erin is the Departmental Audit Manager for the Los Angeles Fire and Police Pension Fund with over \$18 billion in assets. Prior to joining the Fund in 2010, Erin was the Acting Commanding Officer of the Los Angeles Police Department's award-winning Audit Division and was responsible for leading the unit beyond a federal Consent Decree and to international recognition for best practices in police auditing and training.

Erin is a recipient of the American Society for Public Administration's Henry Reining Award; a past President of the International Law Enforcement Auditors Association; an active member of the Institute of Internal Auditors, the Association of Public Pension Fund Auditors, the Association of Certified Fraud Examiners; and serves on the Association of Local Government Auditors' Peer Review Committee.

A certified instructor for the California Peace Officer Standards and Training Robert Presley Institute of Criminal Investigation, she has developed and continues to conduct police auditing training to both sworn law enforcement and civilian audit professionals. Erin obtained a Bachelors Degree in Political Science from the University of Southern California.

Role in this engagement: Erin will provide subject matter expert input regarding law enforcement auditing / operations and review the report.

List of Clients

In addition to the clients listed below, since 1999, our staff has conducted a number of audits of all the major components of the Phoenix Police to include ongoing proactive inspections and annual audits of the Phoenix Police Department property facility. Ms. Kenney has conducted a number of audits of the various components of the Los Angeles Police Department (LAPD)

In each of the engagements listed below we demonstrated our ability to meet schedule guidelines without delay, cost escalations or overruns and vendor claims.

Previous Law Enforcement Engagements

<i>Dates</i>	<i>Company Name & Location</i>	<i>Contact Person</i>	<i>Description of Services Provided</i>
2017	Watsonville CA. PD	David Honda, Police Chief Watsonville Police Department 215 Union St. Watsonville, CA 95076 831-471-1151 david.honda@cityofwatsonville.org	Property and Evidence assessment, to include staffing assessment
2017	Gila River PD (AZ)	Kathleen Elliot Police Chief Kathleen.Elliott@gric.nsn.us	Property and Evidence assessment, to include staffing assessment
2017	Goodyear AZ. PD	Jerry Geier Police Chief (623) 932-1220 jgeier@goodyear.gov	Property and Evidence assessment, to include staffing assessment
2017	Highland Park TX. Department of Public Safety	Rick Pyle, Chief Highland Park Department of Public Safety 214-559-9450	Property and Evidence assessment, to include staffing assessment
2016	Watsonville CA. PD	David Honda, Police Chief Watsonville Police Department 215 Union St. Watsonville, CA 95076 831-471-1151 david.honda@cityofwatsonville.org	Assessment of Internal Affairs and Use of Force Policies and Procedures

<i>Dates</i>	<i>Company Name & Location</i>	<i>Contact Person</i>	<i>Description of Services Provided</i>
2016	Pueblo CO. PD	Sam Azad, City Manager City of Pueblo, Colorado 1 City Hall Pl 2nd Floor Pueblo, CO 81003 Ph: 719-553-2655 sazad@pueblo.us	Police Overtime Audit
2016	Cottonwood AZ. PD	Steve Gesell, Chief of Police Attn: Commander Gary Eisenga Cottonwood Police Department 199 S 6th Street Cottonwood, AZ 86326 928-634-4246 geisenga@cottonwoodaz.gov	Property and Evidence assessment, to include staffing assessment
2016	Sedona AZ. PD	Ron Wheeler, Interim Police Chief 100 Roadrunner Dr. Sedona, AZ 86336 (928) 282-3102 RWheeler@sedonaaz.gov	Property and Evidence assessment, to include staffing assessment
2015	Huntington Beach CA. PD	Rob Handy, Police Chief Huntington Beach Police Department 2000 Main Street Huntington Beach, CA 92648 (714) 960-8843 Robert.Handy@hbpd.org	Communications assessment to include staffing levels and overtime use.
2015	Huntington Beach CA. PD	Rob Handy, Police Chief Huntington Beach Police Department 2000 Main Street Huntington Beach, CA 92648 (714) 960-8843 Robert.Handy@hbpd.org	Case management assessment to include staffing levels and case loads
2015	Little Rock Arkansas PD	Mary Cook, Lieutenant Project Coordinator (501) 918-4283 MCook@littlerock.org	Property and Evidence assessment, to include staffing assessment

<i>Dates</i>	<i>Company Name & Location</i>	<i>Contact Person</i>	<i>Description of Services Provided</i>
2014	Navajo Nation Criminal Investigations Division	Harry Sombrero, Capt. Navajo Nation Criminal Investigations Division (928) 871-6390/6152 (No longer the Acting Director)	Assessment of Case Management in all 7 districts in the Navajo Nation, to include staffing levels.
2014	Casa Grande AZ. PD	Johnny Cervantes, Police Chief 373 E. Val Vista Blvd Casa Grande, AZ. 85122 (520) 421-8700 (No longer the Chief)	Case management assessment to include staffing levels and caseloads /follow up 2013 assessment
2014	Huntington Beach CA. PD	Rob Handy, Police Chief Huntington Beach Police Department 2000 Main Street Huntington Beach, CA 92648 (714) 960-8843 Robert.Handy@hbpd.org	Property and Evidence assessment, to include staffing assessment
2013	Hayden AZ. PD	Bill Leister, Town Manager Town of Hayden, AZ (520) 356-7801 (No longer the Town Manager)	Organizational Assessment to include staffing analysis
2013	Casa Grande PD	Johnny Cervantes, Police Chief 373 E. Val Vista Blvd Casa Grande, AZ. 85122 (520) 421-8700 (No longer the Chief)	Sex Crimes Case management assessment to include staffing levels and caseloads
2012	Goodyear PD	Jerry Geier Police Chief (623) 932-1220 jgeier@goodyear.gov	Property and Evidence assessment, to include staffing assessment

Project Approach

General Methodology

As the Prime Contractor, LD Consulting LLC will ensure that all aspects of the execution of the project are well coordinated and that project deliverables are of a consistent format and quality. Utilizing a combination of dedicated project management resources, we carefully monitor project performance and assure successful outcomes. The Project

Manager also works as a part of the data collection and analysis team so that complex interrelationships are captured and documented in the resulting project deliverables. Our project management approach allows LD Consulting LLC to deliver projects on time, within budget, with maximum quality and with assured client satisfaction.

The team assembled for this project is comprised of skilled resources with the expertise and hands-on experience to perform the work for the duration of the project. In addition to the team members identified in this proposal, we have a pool of additional resources available to support the project as needed. We bring the best mix of capabilities to provide the SLPD with a comprehensive approach toward planning and successfully completing this project.

In responding to the scope provided, we have applied our proven methodology used in law enforcement related projects. Fundamentally, our approach is built on core Project Management principles for successfully managing these types of projects. We have infused industry best-practices and lessons-learned that leverages project management fundamentals while maximizing our experience in law enforcement assessments.

Based on the information in the scope provided and our experience, LD Consulting is confident we are the best qualified to provide sound, independent and objective advice to the City of San Luis and the SLPD regarding this project. Using our framework, we have developed the following approach for this project.

PHASE I: PROJECT KICKOFF AND PROJECT PLAN DEVELOPMENT

Task I-1: Project Plan Development

If selected to work on this project, LD Consulting will consult with key project participants and the project will officially begin. This initial consultation will be conducted by conference call to reduce expenses. Relevant documents needed for phase II would be discussed as well as other issues related to logistics and other details as needed. Based on this initial consultation call, the program will be further developed as needed and within the scope of the project. A project liaison for the SLPD will be designated at this time.

Task I-2: Comprehensive Needs Analysis

This task involves the identification, review and thorough validation of all relevant existing documentation, such as: legislation, governmental agreements (ie. labor agreements), policies, any previous analyses, audits, or organizational reviews regarding the SLPD property and evidence facility and or procedures. This needs assessment will be based on electronic copies (when possible) of the above listed information forwarded to LD Consulting.

Task I-3: Project Program Development

The Program outlines the procedures to be utilized to conduct the assessment of existing SLPD property and evidence policies and procedures and governs the manner and conditions that guide the project from beginning to end, serving as “the project’s blueprint”. This is specific to the nuances of the engagement, including the following

elements:

- Identifying key project stakeholders in the processes
- Refining the project's scope, objectives, plans, and requirements as needed.
- Determining various users' level of participation, roles and responsibilities.
- Developing an understanding of the nature of operating relationships amongst the affected work units, various employees and entities participating in the engagement.

PHASE II: Comprehensive Needs Assessment

Task II-1: Initial meeting

Typically, the initiation of the onsite assessment is intended to achieve the following:

- Personally, introduce the key LD Consulting project participants.
- Enable the key project stakeholders to discuss the engagement.
- Identify facility location(s), and access controls.
- Exchange relevant documentation (policies procedures etc.).
- Review methodology and logistical issues for clarification as needed.
- Confirm SLPD liaisons for the project and communication protocols.

Task II-2: Information Collection, Observations and Interviews

During this task, we will undertake a thorough analysis of the existing environment.

The following tasks will be completed and documented in the report.

- Review and observation of existing Department Policy and Procedures to include Interviews with SLPD staff and other department or City personnel as warranted.
- Site visits of the SLPD Facilities.

PHASE III: Analysis and report/s preparation

Task III-1: Project Criteria

Scope

Based on information provided by the SLPD the following objectives and scope have been developed for consideration for the assessment. The scope for this project is to conduct an organizational assessment of the SLPD to identify compliance or noncompliance with law enforcement best practices, policies, and procedures. The assessment will also evaluate efficiency and effectiveness of SLPD operations. The criteria for the assessment is as follows:

Scope / Criteria

SECTION A: Patrol Operations

1. Staffing
2. Supervision
3. Equipment
4. Facilities

SECTION B: Case Management / Investigations

1. Investigations
 - a. Violent Crimes
 - b. Property Crimes
 - c. Task force participation
2. Canine
3. School Resource Officer
4. Animal Control

SECTION C: Administration

1. Communications
2. Evidence
3. Administration Coordinator

Analysis and draft report preparation:

At the conclusion of the site visits assessors will conduct an analysis of all the information gathered in the assessment and complete a draft report and submit it to the Police Chief for review. The assessment will contain observations that may include identification of best practices, potential cost savings and recommendations as warranted. It is anticipated that the draft report will be completed and submitted to the Chief in three to four weeks after the last day of on-site field observations.

PHASE IV: Final Report

Upon approval of the draft report by the Police Chief a final report will be presented to the Police Chief with a presentation to the San Luis City Council.

Value for Fees:

LD Consulting is eager to develop a professional relationship with the San Luis Police Department. Based on an analysis of the above information and anticipated deliverables our group will conduct an assessment of the SLPD property room for a total fee of \$27,850.00

Terms:

One half of contract fee is due prior to the start of the assessment; the date this payment is received by LD Consulting LLC will be considered the start date for the assessment.

The remaining one half of the contract fee is due upon receipt of the final report by the Police Chief, or 45 days after receipt of the digital version of the draft by the SLPD. If there are ongoing concerns that cannot be resolved during the 30-day draft review time period, payment terms may be negotiated based on the resolution of concerns. *Lastly, we are flexible in terms of negotiating a mutually beneficial arrangement.*

Time Frame

Based on the scope provided it is anticipated that the on-site field work will take 4 days. It is anticipated the draft report will be provided four to six weeks after the final day on-site observations are completed.

Appendix A: Letter of good standing from AZ. Corporation Commission

Appendix B: W-9 LD Consulting LLC

STATE OF ARIZONA



Office of the
CORPORATION COMMISSION

CERTIFICATE OF GOOD STANDING

To all to whom these presents shall come, greeting:

I, Jodi A. Jerich, Executive Director of the Arizona Corporation Commission, do hereby certify that

*****LD CONSULTING LLC*****

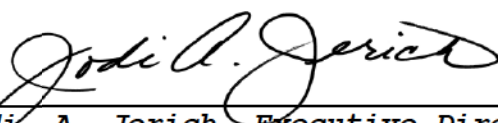
a domestic limited liability company organized under the laws of the State of Arizona, did organize on the 25th day of August 2011.

I further certify that according to the records of the Arizona Corporation Commission, as of the date set forth hereunder, the said limited liability company is not administratively dissolved for failure to comply with the provisions of A.R.S. section 29-601 et seq., the Arizona Limited Liability Company Act; and that the said limited liability company has not filed Articles of Termination as of the date of this certificate.

This certificate relates only to the legal existence of the above named entity as of the date issued. This certificate is not to be construed as an endorsement, recommendation, or notice of approval of the entity's condition or business activities and practices.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the Arizona Corporation Commission. Done at Phoenix, the Capital, this 8th Day of March, 2013, A. D.





Jodi A. Jerich, Executive Director

By: _____ 881581

Request for Taxpayer Identification Number and Certification

**Give Form to the
requester. Do not
send to the IRS.**

Print or type See Specific Instructions on page 2.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. LD Consulting LLC	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification; check only one of the following seven boxes: <input checked="" type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____ Note. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner. <input type="checkbox"/> Other (see instructions) ▶ _____	
	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>	
	5 Address (number, street, and apt. or suite no.) 6635 W. Happy Valley Rd. Suite A104, # 263	Requester's name and address (optional)
	6 City, state, and ZIP code Glendale, AZ. 85310	
	7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.

Social security number	
[] [] [] - [] [] - [] [] [] [] [] []	or
Employer identification number	
4 5 - 3 8 4 8 0 3 8	

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- 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 a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- 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 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 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	Signature of U.S. person ▶	Date ▶ 8/5/2016
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General Instructions

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

Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at www.irs.gov/fw9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)

- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
 - Form 1099-C (canceled debt)
 - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.
- If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding? on page 2.*
- By signing the filled-out form, you:
- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
 - Certify that you are not subject to backup withholding, or
 - Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
 - Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.