Benchmarking Security Guard Pay and Bill Rates:

A Report for the Security Guard Industry



KEY INFORMATION:

The Pay and Bill Rate Baseline

The Pay Rate and Bill Rate Dynamic

Key Takeaways and Lessons Learned





BENCHMARKING SECURITY GUARD PAY AND BILL RATES

A unique factor to the security guard industry is the intricate relationship between officer pay and the amount security firm owners can bill their clients. Knowing how to balance officer pay and client billing is essential if security firms want to remain competitive in the market - and if firms want to know just how much to invest in their business' future. Historically, the lack of aggregated data and the competitive nature of the security guard industry has prevented an accurate analysis. Until now.

The Trackforce Valiant team analyzed a vast amount of data obtained from security guard firms over time and compared their pay and bill rates. We created a data set that takes over 2 million shifts worth of data across the United States, covering 83,000 security officers to determine what is the most important factors when paying officers, and contracted bill rates for physical security. What we found illustrates one of most comprehensive analysis on pay and bill rates in the security guard industry.

The Data:

We collected data from over 200 security guard firms representing more than 500 unique divisions. Across these companies, we analyzed over 12,000 client sites with approximately 83,000 security officers on shift. Our analysis covered nearly 2 million tracked shifts at the end of 2019.

This report is designed to help you remain competitive in the market; we hope this analysis provided a deeper understanding of security guard firm bill and pay rates in the U.S. so that you can begin to streamline costs, mitigate risks, and improve profit margins for long term growth.

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The security industry is notorious for the limited visibility into competitive rates. Our goal is to take the first step toward building valuable information for the security guard industry to use when looking to benchmark themselves among their peers.

INTRODUCTION

A unique factor to the security guard industry is the intricate relationship between officer pay and the amount security firm owners can bill their clients. Knowing how to balance officer pay and client billing is essential if security firms want to remain competitive in the market - and if firms want to know just how much to invest in their business' future. Historically, the lack of aggregated data and the competitive nature of the security guard industry has prevented an accurate analysis. Until now.

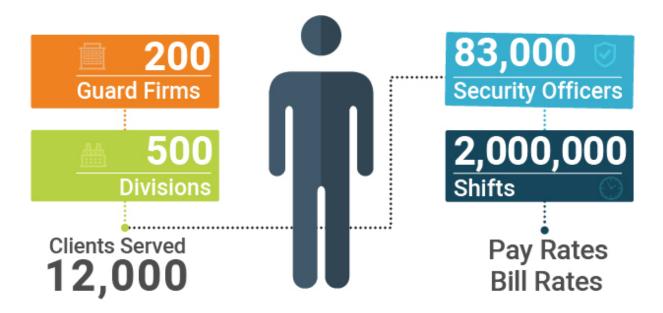
The Trackforce Valiant team analyzed a vast amount of data obtained from security officer posts over time and compared their pay and bill rates. What we found illustrates the average U.S. pay and bill rates in the security guard industry.

Disclaimer: While we pulled from a large and comprehensive sample set of U.S. data that represents the majority of security guard firms in the industry, this is just one snapshot of data for benchmarking rates within the industry. Companies looking to conduct a thorough analysis should invest in multiple data points from vendors, consultants and government reporting (such as the Bureau of Labor Statistics). The data we are presenting in this paper is aggregated, anonymized, and generalized to ensure utmost privacy and security.

The Data (December 2019)

The month of December 2019 proved to be an opportune time to analyze both normal and increased volumes of security guard shift data. Our team pulled data to include a variety of shifts, company sizes, and location types in order to determine the best benchmark cross-section for comparison.

We collected data from over 200 security guard firms representing more than 500 unique divisions. Across these companies, we analyzed over 12,000 client sites with approximately 83,000 security officers on shift. Our analysis covered nearly 2 million tracked shifts for the month of December 2019. Future benchmark studies may cover a full year.

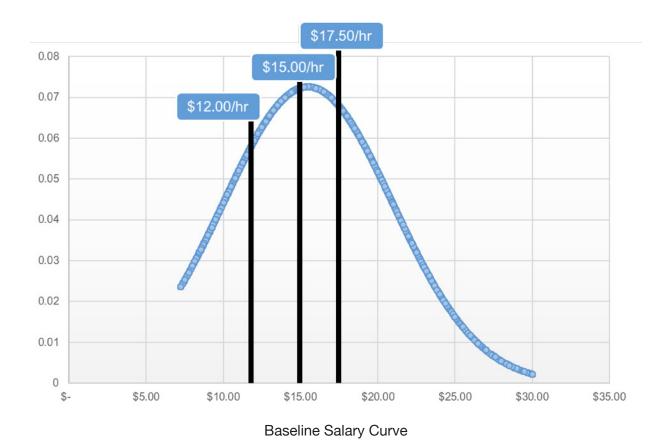


ESTABLISHING A BASELINE: SECURITY OFFICER PAY RATES

In 2019, the United States saw a record low unemployment of 3.7% - not to mention an increase to the minimum wage as well as competition brought on by neighboring industries, such as retail. All factors contributed to the security guard industry's challenge in retaining employees and reducing turnover. To determine a security officer's pay rate, multiple factors must be considered, which include a security firm's location, the type of guard needed for a post, and the type of contract.

According to the Bureau of Labor Statistics, the current national average for security officers is about \$13.72/ hour. Other sources place the rate at \$11.96/hour with a median pay at \$16/hour. Varying scenarios to consider makes this a complex determination.

Let's start with the basics; our team pulled salary data to establish our baseline Salary Curve, illustrated below:



As it stands, the curve reflects the average security officer pay rate – as recorded in the national average. However, there is variability every security guard firm needs to consider with respect to pay. Industry sectors, such as Cannabis, Technology, or Retail have differences in pay scales, as do certain states or major metro areas. These differences include both union and non-union rates and influence a determined rate. Ultimately, these influential factors illustrate the competitiveness of the security guard industry. Having knowledge on competitive factors – both inside and outside of the industry – will carry insight into how guards need to be paid.

THE MOST ELUSIVE METRIC IN THE INDUSTRY: SECURITY CONTRACT BILL RATES

Bill rates are notorious for being one of the most elusive data metric in the industry. Unlike bill rates, pay rate information for security is a readily available statistic; however, finding average bill rates for the security guard industry is a difficult task. The primary reasons are:

- Bill rate reporting is not required: For pay rates, the IRS and BLS want to ensure you are paying appropriate
 wages to employees hence the requirement to report pay rate data. There are no set requirements for
 detailing and disclosing billing rates.
- Billing rate details are competitive: What a company charges for their services is generally a trade-secret that is part of your competitive advantage. It is unlikely for companies to spend an effort sharing such competitive information, since billing rates are often a per-company decision. This makes them difficult to benchmark.
- Variable Expenses: Each company will have multiple variables that contribute to the final bill rate to the client. Pay Rate is only one component that needs to be considered

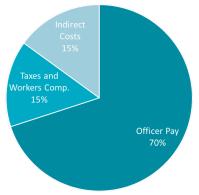
The Anatomy of a Bill Rate - What Factors to Consider When Establishing Your Bill Rate

Our research showed one important highlight; bill rates are not black and white. The actual Bill Rate is more than the end result of paying your officers and then marking up the price. Various indirect variables and expenses are factored into the final rate. These will change depending on the business and are an influential component to your desired result. Here are the components that make up the elusive bill rate.

- 1. Officer Pay: An officer's pay is the first component of the equation; and, in truth, it is the majority of the expense. On average, we see officer pay make up anywhere from 67-75% of the final bill rate a unique factor to this industry. Establishing the proper pay rate is essential if security firm owners want to make a profit. The question then becomes one of "how much can you offer to pay your officer before you cut into your margin of profit?"
- 2. Taxes and Worker's Compensation: It is necessary to factor in additional deductions after officer pay. Items like taxes and workers compensation can make up 15% of the final bill rate and might also include deductions, benefits, union fees, and more.
- 3. Indirect Costs: Adding to that final bill rate are indirect costs. Uniforms, equipment, paid time off, as well as medical and benefits. Costs that must also be considered hiring fees and onboarding fees; solidifying the overall cost to hire and retain talent not including officer training and certifications. All these indirect costs will impact the final bill rate. Additionally, in the event of resource constraints, security guard firms may factor in a percentage of non-billable overtime costs.

Below is a visual breakdown.

What Goes Into A Bill Rate?

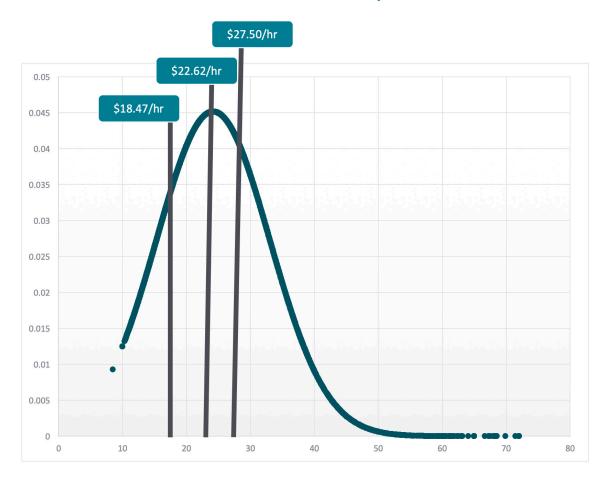


Indirect Cost Examples:

Uniforms / Equipment	Vacation/PTO/Sick days				
Hiring fees	General Ledger				
Medical/Benefits	Training/Certifications				
Non Billable O/T					

THE ANATOMY OF A BILL RATE: WHAT FACTORS TO CONSIDER WHEN ESTABLISHING YOUR BILL RATE (continued)

Below is our bill rate analysis:



On average, bill rates are more or less 50-60% higher than the pay rates. A note to remember – pay rates are but one component of expenses that factor into bill rates and do not indicate a profit margin, solely the markup. A security guard firm owner will need to examine indirect costs to determine their total expense.

At the longer end of this bell curve, our data indicated rate variability reflective of differing industry sectors, union or non-union contracts, skillsets and locations – all bill rate factors. A key takeaway is the data reflecting the majority of rates. We advise to look at your business's internal expenses and see where you fall in.

THE IMPACT OF TURNOVER TO A SECURITY GUARD FIRM'S MARGINS

A large and often overlooked impact to business is turnover. In the next section, we will review how turnover has impacted our industry.

The Impact of Turnover to a Security Guard Firm's Margins

Turnover is perhaps the most challenging aspect to security guard firm operations and the number one area of improvement discovered in our industry benchmark market study. While in of itself, turnover can drive a halt in operations, filling posts, incurring overtime, and more, the impact turnover has on profit margins can easily be felt – especially if security firm owners are factoring indirect costs around turnover into their billing rates.

Every time a security guard firm loses an employee, for example, taxes and workers compensation are impacted. The cost to recruit, hire, and train any replacements must also be considered as well as the uniform and equipment and replacement costs that arise due to an employee's departure. These costs can also influence the rise of non-billable hours – costs which ultimately weigh on margins and impact bill rates.

Taxes Workers Compensation Hiring Costs Training Costs Uniform/Equipment

Non Billable O/T

Turnover Impact on InDirect Costs

Key Findings: The Pay Rate and Bill Rate Dynamic

In reviewing our data, we found that the bill rate to pay rate dynamic presented interesting findings. To illustrate additional benefits to your security operations, we will drill down and explore a few factors: company size, hiring armed versus unarmed guards, GovCon, and location.

Finding #1: Company Size - Does it Matter?

The security guard industry's market perspective for 2019 positioned the entire global market for outsourced contract security to reach \$27 billion. Of that, 22 companies detailed in Robert Perry's recent Security Letter represented a combined revenue totaling \$16 billion.

This indicates that nearly 91% of the market's revenue is generated by the top 5 security firms. From a revenue perspective, the market is considered "top heavy" due to the small amount of dominating security firms on top. Conversely, the Trackforce Valiant team found that 87%, roughly 8,000 US based small to mid-sized security guard firms, made up the "bottom" part of the market and revenue share. These firms also happened to employ under 250 employees.

KEY FINDINGS:

THE PAY RATE AND BILL RATE DYNAMIC

Finding #1: Company Size - Does it Matter? (continued)

When understanding that dynamic, how do pay rates and bill rates vary from different company sizes? We took our data set and broke it out from the number of Employees per company and what the average pay rates and bill rates were:



Pay Rate and Bill Rate by Company Size*

*Excluding GovCon and includes both union and non-union guards

On average, pay rates are consistent, and depend on a company's employee size, falling right around the median \$15/hour range. When comparing billing rates, we found that the widest difference in pay rate and bill rate is in companies with under 50 employees. This can be attributed to smaller contracts with less competition. As security firms obtain larger contracts that require more employees, they must become more competitive with billing rates.

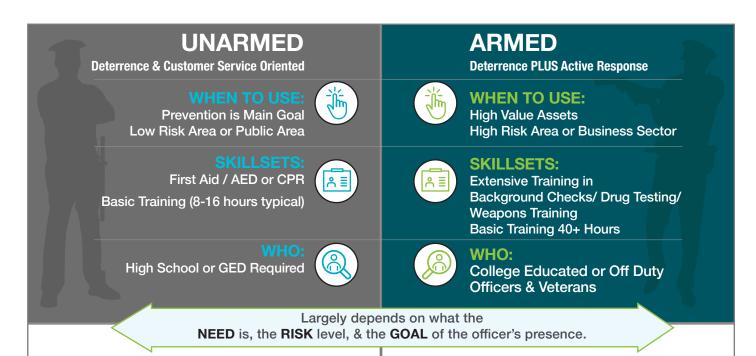
While the average shows variance of only a few dollars, our research has led our team to a few conclusions:

- Indirect costs impact billing rates and are highly dependent on a security firm's business model
- No consistency in data due to billing rates competitive nature – makes for an irregular bid
- Contract terms vary by locality, shift type, industry sector, and more, thereby impacting a security firm's overall billing rate

There are more factors to consider when establishing a competitive billing rate than initially anticipated; as such, security firms should use our analysis as a baseline for when preparing to establish their own rates.

Finding #2: Armed vs. Unarmed Security Guards - Which is the Better Hire?

Security firms will have a need for armed guards when their contract dictates for one, typically due to the nature of the post. Below is a simple breakdown:

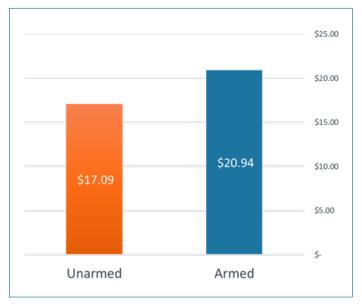


Unarmed Guards are primarily used as a deterrence but can also be used for a customer service type role. They are there to help and are best used in low risk or public areas. Generally, an unarmed guard does not need major training or set of skills beyond emergency response and basic training; education is not always a limitation.

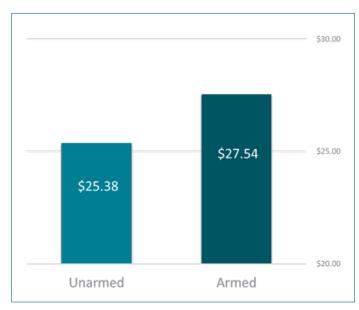
Armed guards, on the other hand also provide deterrence but are required to respond more actively to threats. Armed guards are typically used when a security firm has a contract to protect high risk areas, business sectors, or high value assets. Beyond weapons training, armed guards require additional investigative skills as well as training for an emergency response. Most armed guards are college educated, off duty law enforcement, or military veterans.

Finding #2: Armed vs. Unarmed Security Guards - Which is the Better Hire? (continued)

When assessing pay and bill rates, a key influencer was the hiring of armed versus unarmed guards. As some security firms know firsthand, there are times when a client's contract requires the provision of a certain number of armed guards for a post while also maintaining a certain number of armed guards on staff. We reviewed the costs and benefits around armed officers versus unarmed and analyzed their rates, as shown below:

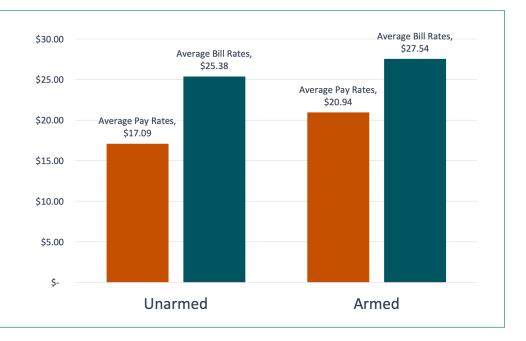


Pay Rate By Type



Bill Rate By Type

As expected, there is a pay rate and bill rate premium when contracting armed guards. However, what is the difference in rates between armed and unarmed guards?



Finding #2: Armed vs. Unarmed Security Guards - Which is the Better Hire? (continued)

When reviewing the average rates for armed or unarmed guards, there is a 9% markup; yet, pay rates show a 23% mark up. This indicates that security guard firms are paying more for armed officers – and getting less of a markup than with unarmed guards.

The data suggests that it cost more to put an armed guard on a post then to bill for that post. When considering to hire an armed guard, if there is not an immediate and required need, can unarmed guards using supplemental technology be an option? With supplemental technology, such as a command center to monitor threats, a communications channel to contact local authorities, and remote guard tracking, security guards can be provided with supervisory vigilance. However, while there are times when security guard firms are required to provide armed support, we can think about what the future of unarmed guarding, aided with technology, will look like – and how an unarmed guard with technology will respond to threats.

Finding #3: GovCon - How Influential are they to Pay and Bill Rates?

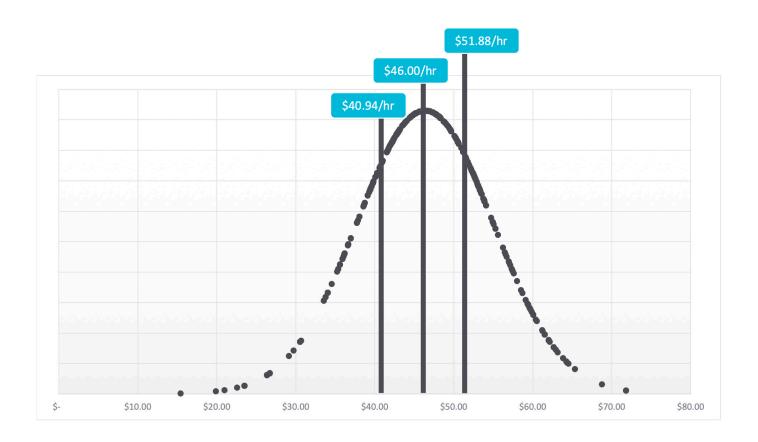
Government Contracting, or GovCon is a unique subset within the physical security space. The Government will provide contracts to private security guard firms to work certain facilities and locations – providing deterrence, safety and security. However, this type of work will vary from basic deterrence and can function for public spaces, such as libraries, to more intensive operations, such as security details for high-value assets or front-line operations. GovCon work typically requires a very specific set of resources and skillsets that typically leads with higher paid officers and higher premiums on contracted rates. In the previous pay rate and bill rate curves, we took out GovCon data and focused on the commercial security guard market.

With the level of security required and the level of talent needed, the GovCon sector carries a unique premium compared to the premium noted for the commercial market.



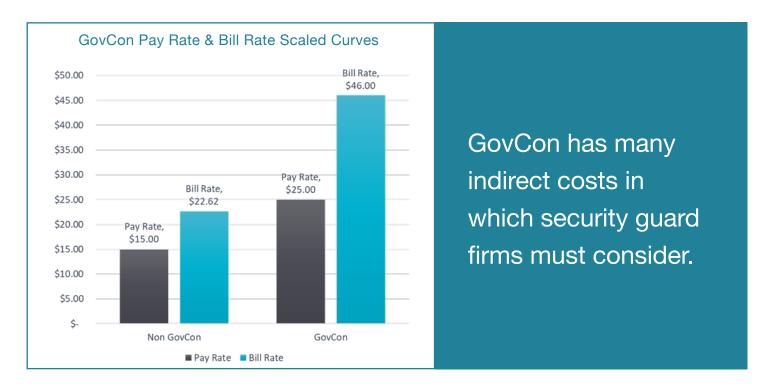
Finding #3: GovCon - How Influential are they to Pay and Bill Rates? (continued)

As the commercial market has a median pay rate of \$15/hour and a median bill rate of \$22.65/hour, GovCon commands a higher pay rate of \$24.59/hour, a difference of +\$9.59, and median bill rate of \$45.20/hour, a difference of +\$22.55. With respect to GovCon contracts, the primary reason for the difference in rates is the government's need for strategic safety and security performance typically offered by highly-trained and qualified candidates. This means strong training and coordination with government agencies. Due to these specialized needs, security firms can command a much higher margin for their GovCon services.



Finding #3: GovCon - How Influential are they to Pay and Bill Rates? (continued)

The Pros and Cons of GovCon:



The above comparison shows the commercial median Rates and GovCon Median rates. While there is a stark rate difference, from a margin perspective – it is not a sharp discrepancy. GovCon has many indirect costs in which security guard firms must consider. However, having a GovCon provides is three things:

- **Consistency:** Government contracts are usually consistent and predictable. security guard firms can rely on a set contract and set schedules for consistent business revenue.
- Longevity: Government contracts are typically long-term. Even a year-long contract can infuse more predictability within security guard firm operations in terms of revenue streams.
- **Premiums:** Government contractors are typically looking for specific training, specific certifications and licenses, and require officers that will require a higher salary rate, which positively impacts bill rates.

There are pros and cons to acquiring a GovCon. While obtaining one may be a challenge, most companies that have one or more thrive on the revenue from that contract.

It should be noted that when securing GovCon bids, there is a risk of a government shutdown which can cause issues when collecting payment for services rendered.

Finding #4: Location - How Do Rates Fluctuate by State?

Our data resulted in varying factors for pay and bill rates that were highly dependent on a security firm's location, including:

1. The Type of Operation:

Some states specialize in industry sectors, such as cannabis, that require additional security needs and a higher premium. There are also certain states that have more available GovCon opportunities, due to the increased number of government operations, such as with Washington D.C.

2. Corporate Division Rates:

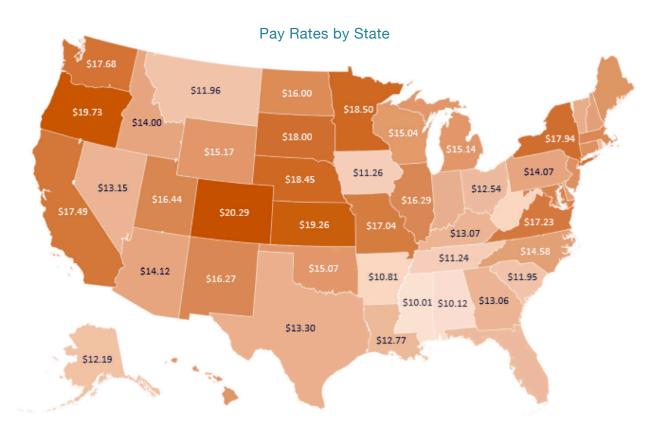
While larger margins for security bill rates are apparent in some states, there are times when a pay rate is highly influenced by a large security firm. Because there are large national guard companies that dominate the market, the pay and bill rate for their contracts often reflect the national rate, rather than the average state rate, which can cause an increase in overall state margins.

3. Population Density:

Less populated areas experience more competitiveness due to the lack of qualified candidates for hire as well as an overall decrease of assets and people requiring protection (less demand). For this reason, rates reflected are more competitive when compared to states that experience an overabundance of security demand and qualified candidates to draw from - ultimately lowering the overall pay rates.

With some of those considerations, let us review the various pay rates by State on the next page:

Finding #4: Location - How Do Rates Fluctuate by State? (continued)



State	Avg Pay	Min Wage	State	Avg Pay	Min Wage	State	Avg Pay	Min Wage
AK	\$ 12.19	\$ 10.19	KY	\$ 13.07	\$ 7.25	NY	\$ 17.94	\$ 11.80
AL	\$ 10.12	\$ 7.25	LA	\$ 12.77	\$ 7.25	ОН	\$ 12.54	\$ 8.70
AR	\$ 10.81	\$ 10.00	MA	\$ 16.15	\$ 7.25	OK	\$ 15.07	\$ 7.25
AZ	\$ 14.12	\$ 12.00	MD	\$ 16.49	\$ 12.75	OR	\$ 19.73	\$ 11.25
CA	\$ 17.49	\$ 13.00	ME	\$ 15.33	\$ 11.00	PA	\$ 14.07	\$ 7.25
СО	\$ 20.29	\$ 12.00	MI	\$ 15.14	\$ 12.00	RI	\$ 12.72	\$ 10.50
CT	\$ 15.64	\$ 12.00	MN	\$ 18.50	\$ 9.65	SC	\$ 11.95	\$ 7.25
DC	\$ 16.76	\$ 11.00	МО	\$ 17.04	\$ 10.00	SD	\$ 18.00	\$ 9.30
DE	\$ 14.49	\$ 14.00	MS	\$ 10.01	\$ 9.45	TN	\$ 11.24	\$ 7.25
FL	\$ 12.54	\$ 9.25	MT	\$ 11.96	\$ 7.25	TX	\$ 13.30	\$ 7.25
GA	\$ 13.06	\$ 8.56	NC	\$ 14.58	\$ 7.25	UT	\$ 16.44	\$ 7.25
HI	\$ 15.21	\$ 5.15	ND	\$ 16.00	\$ 7.25	VA	\$ 17.23	\$ 7.25
IA	\$ 11.26	\$ 10.10	NE	\$ 18.45	\$ 9.00	VT	\$ 13.57	\$ 10.96
ID	\$ 14.00	\$ 7.25	NH	\$ 14.38	\$ 7.25	WA	\$ 17.68	\$ 13.50
IL	\$ 16.29	\$ 7.25	NJ	\$ 15.63	\$ 11.00	WI	\$ 15.04	\$ 7.25
IN	\$ 13.40	\$ 9.25	NM	\$ 16.27	\$ 9.00	WV	\$ 10.81	\$ 8.75
KS	\$ 19.26	\$ 7.25	NV	\$ 13.15	\$ 7.25	WY	\$ 15.17	\$ 5.15

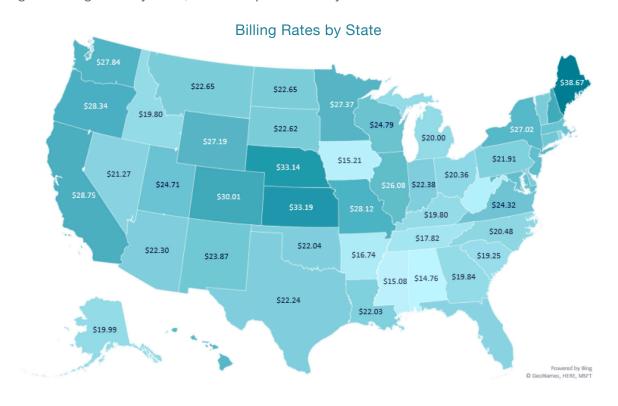
KEY FINDINGS:

THE PAY RATE AND BILL RATE DYNAMIC

Finding #4: Location - How Do Rates Fluctuate by State? (continued)

States like Colorado and California, and those in the northeast experience higher rates. This can be attributed to local living rates, specific sectors such as the cannabis industry, and the availability of resources. The remaining states fall in line or are close to the national average.

In reviewing the billing rates by state, we see equal variability:



AK	\$ 19.99	KY	\$ 22.03	NY	\$ 27.02
AL	\$ 14.76	LA	\$ 24.76	ОН	\$ 20.36
AR	\$ 16.74	MA	\$ 25.65	OK	\$ 22.04
AZ	\$ 22.30	MD	\$ 38.67	OR	\$ 28.34
CA	\$ 28.75	ME	\$ 20.00	PA	\$ 21.91
CO	\$ 30.01	MI	\$ 27.37	RI	\$ 20.31
CT	\$ 23.94	MN	\$ 28.12	SC	\$ 19.25
DC	\$ 27.74	MO	\$ 15.08	SD	\$ 22.62
DE	\$ 22.74	MS	\$ 22.65	TN	\$ 17.82
FL	\$ 21.10	MT	\$ 20.48	TX	\$ 22.24
GA	\$ 19.84	NC	\$ 22.65	UT	\$ 24.71
HI	\$ 26.95	ND	\$ 33.14	VA	\$ 24.32
IA	\$ 15.21	NE	\$ 29.28	VT	\$ 27.84
ID	\$ 19.80	NH	\$ 25.88	WA	\$ 24.79
IL	\$ 26.08	NJ	\$ 23.87	WI	\$ 15.85
IN	\$ 22.38	NM	\$ 21.27	WV	\$ 27.19
KS	\$ 33.19	NV	\$ 22.03	WY	\$ 27.02

Excludes Government Contracts

Within bill rates, we see a similar trend – bill rate calculations are dependent on not just only pay rates but also industry sector and the type of industries with which the security quard firm contracts.

CLOSING THOUGHTS: KEY TAKEAWAYS AND LESSONS LEARNED

There are many factors that influence pay and bill rates. Determining how much to pay security guards and how much to bill clients does not lead to a black and white answer. Depending on a security firm's location, contract-type, and service offerings, here are the key takeaways for U.S. based security operation pay rate and bill rates.

- Pay Rates for Commercial Security Guards Are Consistent: The pay rate data for security officers has shown little variation. This is due to the pay rate data required by the Bureau of Labor Statistics, which is commonly available.
- 2. Bill Rates are Hard to Determine and are Less Consistent: While the report showed that the commercial sector has a median rate of \$22.65/hour for commercial guards, this rate varied based on size, location and type of industry sector. Since bill rates are competitive in nature, their lack of visibility explains this variability.
- 3. Weighing Indirect Costs is an Important Metric: While bill rates are typically 50%-60% higher than pay rates, officer pay is only one aspect to calculating margins. Indirect costs, taxes, and impact of turnover become a critical metric for understanding your margin.
- 4. GovCon Command a Premium for Top Talent and Services: Our data showed that government contracts were significantly higher than non-GovCon opportunities. GovCon contracts are set at a premium for the type of service and the type of talent required not to mention the requirements of the operation. There are several pros and cons. While there is a spike in bill rate to pay rates, it's important to understand the indirect costs that factor into the end margin.
- 5. Armed Guards Carry a Lower Relative Pay Rate to Bill Rate Relationship When Compared to Unarmed Guards: Armed guards require a higher rate of pay due to their additional certifications. Based on our results, it is a good idea to consider unarmed guards on a post, when possible, as their pay rate is lower and allows room for a relatively higher billing rate. In the future, technological advances to the security guard industry will make it much easier to have unarmed guards on a post.
- 6. State Rates Fluctuate by Service Offering: East Coast, West Coast, and Midwest regions generally have higher rates; however, several regions with more specialized security needs, like the Cannabis industry or tech centers, have higher premiums across the board. Generally, demand in states with higher rates must be understood in order to determine the best competitive rate.

TAKING THE FIRST STEPS TOWARD INDUSTRY VALUE

The security industry is notorious for the limited visibility into competitive rates. Our goal is to take the first step toward building valuable information for security guard industry to use when looking to benchmark themselves among their peers.

This report is designed to help you remain competitive in the market; we hope this analysis provided a deeper understanding of security guard firm bill and pay rates in the U.S. so that you can begin to streamline costs, mitigate risks, and improve profit margins for long term growth.

WANT TO LEARN MORE ABOUT PAY RATES & BILL RATES?

There is a lot of data in this report, but we have been collecting best practices, industry benchmarks to help streamline operations.

<u>Sign up here</u> for a free consultative session and we can walk you through your process to suggest ways to improve, insights into our data, and options for automation.

FREE CONSULTATION

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