

## SUBCONTRACTORS/SUBCONSULTANTS/SUPPLIERS REQUIREMENT

The completed and signed form(s) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days after County's request. Vendor may be deemed nonresponsive for failure to fully comply within the stated timeframes.

- A. The Vendor must submit a listing of all subcontractors, subconsultants, and major material suppliers (firms), if any, and the portion of the contract they will perform. A major material supplier is considered any firm that provides construction material for construction contracts, or commodities for service contracts, in excess of \$50,000, to the Vendor.
- B. If participation goals apply to the contract, only non-certified firms shall be identified on the form. A non-certified firm is a firm that is not listed as a firm for attainment of participation goals (e.g., County Business Enterprise or Disadvantaged Business Enterprise), if applicable to the solicitation.
- C. This list shall be kept up-to-date for the duration of the contract. If subcontractors, subconsultants, or suppliers are stated, this does not relieve the Vendor from the prime responsibility of full and complete satisfactory performance under any awarded contract.
- D. After completion of the contract/final payment, the Vendor shall certify the final list of non-certified subcontractors, subconsultants, and suppliers that performed or provided services to the County for the referenced contract.
- E. The Vendor has confirmed that none of the listed subcontractors, subconsultants, or suppliers' principal(s), officer(s), affiliate(s), or any other related companies, have been debarred from doing business with Broward County or any other governmental agency.

If none, state "none" on this form. Use additional sheets as needed. Vendor should scan and upload any additional form(s) in electric bidding system.

1. Subcontracted Firm's Name: Maddawig St. Louie LLC  
Subcontracted Firm's Address: Click or tap here to enter text.  
Subcontracted Firm's Telephone Number: 305-975-6485  
Contact Person's Name and Position: Natacha St. Louis  
Contact Person's E-mail: maddawg@maddawgst.louie.com  
Type of Work/Supplies Provided: Security Guard Services
2. Subcontracted Firm's Name: Click or tap here to enter text.  
Subcontracted Firm's Address: Click or tap here to enter text.  
Subcontracted Firm's Telephone Number: Click or tap here to enter text.  
Contact Person's Name and Position: Click or tap here to enter text.  
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4. Subcontracted Firm's Name: Click or tap here to enter text.  
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Subcontracted Firm's Telephone Number: Click or tap here to enter text.  
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Contact Person's E-mail: Click or tap here to enter text.  
Type of Work/Supplies Provided: Click or tap here to enter text.

**By signature below, I certify on behalf of the Vendor that the information stated above is true and correct to the best of my knowledge.**

**Vendor Name:** Chi-Ada Security LLC

Signature:  \_\_\_\_\_

Printed Name: Bartholomew Okoro

Title: President

Date: November 5, 2025

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**By signature below, I certify on behalf of the Vendor that the information stated above is true and correct to the best of my knowledge.**

**Vendor Name:** Chi-Ada Security LLC

Signature:  \_\_\_\_\_

Printed Name: Bartholomew Okoro

Title: President

Date: November 5, 2025



**Chi-Ada Security's Response to the  
Broward County of  
Florida BLD2129654P1, Titled: "Security Guard  
Services for FLL and North Perry Airports"**



**Transmittal Letter — BLD2129654P1, Security Guard Services**

**Bartholomew Okoro.**

President

4820 West Commercial Boulevard,  
Tamarac, Florida 3339.

Telephone: 954-777-5177

Email Address: bokoro@chiadacorporation.com

Selection Committee

Broward County Aviation Department (BCAD)

100 Aviation Boulevard

Fort Lauderdale, Florida 33315

Dear Selection Committee:

Chi-Ada Security is pleased to submit this response to Request for Proposal **BLD2129654P1** issued by Broward County Aviation Department (“hereinafter referred to as the County”). We have carefully reviewed the BLD requirements and are confident in our ability to meet and exceed the County’s expectations.

Chi-Ada Security possesses the expertise, human resources, and financial capacity to deliver professional, efficient, and reliable security services. Our organization is committed to the highest standards of security operations. Our personnel are fully trained and licensed in accordance with the governing laws of the State of Florida. Each team member undergoes a rigorous vetting process to ensure integrity, and we support any additional background checks the County may require.

We comply with all applicable federal and state employment laws, including the Department of Homeland Security’s E-Verify requirements. Our leadership team ensures every employee receives comprehensive training and the tools needed to provide top-tier service. Each security officer is issued:

- Clean uniforms and proper identification badges
- Two-way radios
- Flashlights and whistles



*Chi-Ada*  
CORPORATION

4820 W Commercial Blvd Tamarac Florida 33319

[www.chaidacorporation.com](http://www.chaidacorporation.com)

Office 954-777-5177 Fax 954-777-5147

- Other essential equipment required for effective performance

Our training program includes, but is not limited to:

- Access control and perimeter security
- Incident observation, reporting, and recording
- Facility and personnel protection
- Traffic control on County private roadways and facilities
- Emergency response and crisis management
- Customer service and public relations
- Support for local law enforcement

On-site supervisors will coordinate staff activities, maintain accurate sign-in/sign-out logs, and ensure consistent performance. We are experienced in scaling personnel to meet contractual obligations and operational needs.

Chi-Ada Security has a proven record of excellence providing security guard services to large government entities, including Palm Beach International Airport and the City of Pembroke Pines (1995–2002). The company subsequently diversified into janitorial services, successfully serving multiple jurisdictions such as Miami-Dade County, Broward County, Fulton County (Georgia), Fort Lauderdale International Airport, and the Cities of Miami Beach, North Miami, and North Miami Beach.

We are now resuming security guard services as part of our strategic expansion, bringing decades of operational knowledge and institutional experience to the County. We understand the complexities of serving large and access-restricted government facilities and are committed to professionalism, responsiveness, and quality service.

We appreciate the opportunity to participate in this RFP and look forward to establishing a mutually beneficial partnership with Broward County.

Sincerely,

Bartholomew Okoro – President.



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4. Program Management Plan



# Transition plan



## Section 1 Transition Plan

### 1.1 Purpose

To guarantee a seamless transition from any incumbent contractor without service interruption or security risk.

### 1.2 Transition Phases

1. **Pre-Award Preparation (Day 0–10):** Receive incumbent staff lists, post orders, and site diagrams.
2. **Orientation & Onboarding (Day 10–20):** Conduct HR intake, FDLE background checks, and uniform issue for retained personnel.
3. **Operational Go-Live (Day 21–30):** Deploy trained staff under direct supervision of Chi-Ada Operations Manager.

### 1.3 Continuity Measures

- Maintain a **dual-staff model** during the first 30 days (one incumbent + one Chi-Ada guard) to transfer institutional knowledge.
- Implement a **Transition Checklist** verifying posts, radios, patrol routes, and keys are accounted for.
- Daily **Transition Status Report** sent to BCAD Contract Administrator summarizing coverage, incidents, and lessons learned.

### 1.4 Contingency Coverage

A reserve force of ten (10) officers remains on call during the first month to replace late or terminated personnel immediately.



# Recruitment and Screening Program



## Section 2 Recruitment and Screening Programs

### 2.1 Recruitment & Vetting

Chi-Ada's recruitment process ensures that all assigned personnel meet **FDLE, DHS, and TSA** eligibility requirements. Every applicant undergoes:

1. **FDLE Level 2 Background Screening** (fingerprint-based).
2. **Employment Eligibility Verification (DHS E-Verify).**
3. **Drug Testing and Medical Screening** (DOT-equivalent standards).
4. **Reference Verification & Character Interviews.**
5. **License Verification:** Class "D" or Class "G" as applicable.
6. **Airport-Specific Clearance:** Unescorted access badge issuance through BCAD's Security Division.

This rigorous process ensures that only the most qualified, ethical, and reliable officers are assigned to secure County facilities.

### 2.2 Licensing & Certification

All personnel hold valid **Florida Department of Agriculture and Consumer Services (FDACS)** licenses and complete mandatory refresher training in:

- Airport-specific security under **49 CFR 1542.213.**
- Customer service and behavioral analysis.
- Incident report writing.
- Emergency response and CPR/AED (certified by the American Red Cross).
- Access control and screening device operation (X-ray/magnetometer).
- Anti-terrorism awareness and threat recognition.

Supervisors additionally receive **Incident Command System (ICS-100/200)** certification per **FEMA** standards.



### 2.3 Code of Conduct

Chi-Ada enforces a strict **Professional Standards and Ethics Policy** which requires:

- Integrity, impartiality, and respect for public trust.
- No discrimination or harassment under any circumstance.
- Confidentiality of client information.
- Prohibition of excessive force or unprofessional language.
- Adherence to all County, State, and Federal laws.

Officers are subject to immediate disciplinary review or removal for any breach.

### 2.4 Key Personnel Roles

<b>Position</b>	<b>Primary Duties</b>
<b>President / CEO</b>	Executive oversight, contract compliance, and client liaison with BCAD.
<b>Account Executive</b>	Contract administration, KPI monitoring, and quarterly performance review.
<b>Operations Manager</b>	Direct supervision of daily field operations and scheduling.
<b>Assistant Operations Manager</b>	Staffing backup, post inspections, and incident reporting quality control.
<b>Training Coordinator</b>	Designs curriculum, maintains compliance records, and conducts refresher training.
<b>Field Supervisors / Control Point Managers</b>	Ensure adherence to post orders, respond to incidents, inspect posts, and manage guard accountability.



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**Position**

**Primary Duties**

**Security Officers**

Perform screening, patrol, and access-control duties per Broward County requirements.

**2.5 Equal Employment Opportunity**

Chi-Ada Security is an **Equal Opportunity Employer** and actively recruits from local, minority, and veteran populations. We adhere to the **Florida Civil Rights Act, EEO guidelines**, and **Broward County Office of Economic and Small Business Development (OESBD)** initiatives.

New  
**E-Verify+**  
Modernize the employment eligibility verification process today!  
[Learn More](#) [Enable E-Verify+](#)

## My Company Profile

### Company Information

<b>Company Name</b> ChiAda Corporation	<b>Doing Business As (DBA) Name</b> ---
<b>Company ID</b> 418202	<b>Enrollment Date</b> May 27, 2011
<b>Employer Identification Number (EIN)</b> 650619776	<b>Unique Entity Identifier (UEI)</b> ---
<b>DUNS Number</b> ---	<b>Total Number of Employees</b> 10 to 19
<b>NAICS Code</b> 551	<b>Sector</b> Management of Companies and Enterprises
<b>Subsector</b> Management of Companies and Enterprises	



# Program Management Plan



## Section 4 Program Management Plan

### 3.1 Purpose and Overview

The Chi-Ada Security Program Management Plan (PMP) defines the framework for managing all contract activities under the Broward County Aviation Department (BCAD) Security Guard Services Agreement.

It establishes the management hierarchy, communication systems, reporting structure, and performance controls that ensure full compliance with BCAD, TSA, and DHS requirements at both Fort Lauderdale–Hollywood International Airport (FLL) and North Perry Airport (HWO).

The Plan ensures:

- Transparent management and accountability at all levels.
- Real-time communication between operations, supervision, and BCAD.
- Compliance with 49 CFR Part 1542, TSA Security Directives, and Broward County policy.
- Uninterrupted, high-quality service throughout the contract term.

### 3.2 Key Personnel Assignments and Duties

Chi-Ada Security’s management structure provides defined roles, clear authority, and continuity of supervision across both airport facilities.

Title / Position	Assignment	Primary Responsibilities
President / Contract Executive	Corporate Headquarters	Executive oversight, contractual authority, BCAD liaison, fiscal and performance accountability.
Account Executive / Program Administrator	FLL / HWO Oversight	Serves as primary contact with BCAD; manages deliverables, KPI reporting, and compliance audits.
Operations Manager	FLL Operations	Directs all post operations, supervises field activities, ensures TSA and County compliance.



Title / Position	Assignment	Primary Responsibilities
Assistant Operations Manager	HWO Operations	Manages site-level staffing, scheduling, and break relief coverage.
Training Coordinator	FLL / HWO Training Division	Designs, implements, and tracks all guard training, certification, and requalification programs.
Shift Supervisors (4)	Airside, Landside, Perimeter, and Terminal Divisions	Manage daily briefings, inspections, and reporting; enforce post orders and documentation accuracy.
Security Officers	All Assigned Posts	Maintain post integrity, enforce access control, conduct patrols, and document all incidents via Command Link™.

Each position has a designated alternate to ensure seamless continuity in case of absence or emergency.

### 3.3 Personnel Roster and Certification Tracking

A Personnel Certification Register (PCR) will be maintained digitally to document all assigned or onboarding employees and their compliance status.

The PCR includes:

- Employee name and unique ID
- Assigned post and clearance level
- Florida Class “D” / “G” license status
- FDLE Level 2 background screening confirmation
- TSA Security Threat Assessment (STA) completion date
- Airport ID badge number and expiration
- Training certification record (initial / refresher / pending)

Monthly Certification Reports will be submitted to BCAD showing any new hires, renewals, or terminations to always ensure workforce compliance.



### 3.4 Timekeeping, Billing, and Accounting Controls

#### Timekeeping

Chi-Ada Security utilizes Command Link™ Workforce Management for attendance verification through biometric devices and GPS check-ins.

- Officers clock in/out at assigned posts.
- Supervisors verify attendance through live dashboards.
- Command Center monitors all posts for continuous coverage; alerts trigger after five minutes of inactivity.

#### Billing

- Verified time logs automatically populate billing worksheets.
- Monthly invoices reflect actual hours worked by classification and post.
- Adjustments or discrepancies are corrected through a *Billing Discrepancy Form (BDF)* jointly reviewed with BCAD prior to submission.

#### Accounting

Chi-Ada applies Generally Accepted Accounting Principles (GAAP) to all financial processes. Separate cost centers for FLL and HWO ensure transparency and accuracy.

All timekeeping, payroll, and invoice data are archived electronically for five (5) years and remain available for BCAD audit.

### 3.5 Communication and Information Dissemination

To ensure that policies, updates, and procedural changes are distributed efficiently, Chi-Ada Security employs a structured, multi-tier communication process:

1. **Daily Shift Briefings** – Conducted at the start of each shift to review post orders, security updates, and daily priorities.
2. **Weekly Operations Meetings** – Management reviews incidents, resolves procedural issues, and implements corrective actions.
3. **Monthly Review Sessions** – Program Administrator meets with BCAD representatives to review performance metrics and discuss operational adjustments.



4. **Electronic Memos & Alerts – Distributed via Command Link™ for immediate notification of policy changes; all personnel acknowledge receipt digitally.**
5. **Quarterly Policy Bulletins – Summarize TSA updates, new training requirements, and audit results.**

All communications are documented within the Information Dissemination Register (IDR) to verify acknowledgment and compliance across the organization.

### 3.6 Meal and Break Relief Procedures

Chi-Ada ensures compliance with Post Orders and labor laws by providing structured meals and rest break coverage without compromising security integrity.

#### Relief System

- **Each shift includes designated Relief Officers responsible for covering fixed posts during employee breaks.**
- **Supervisors coordinate breaks to maintain full operational coverage during off-peak hours.**
- **Rotational Coverage: Relief Officers follow a pre-defined GPS-verified route ensuring continuous protection.**
- **Vehicle Support: Relief Officers assigned to mobile posts use marked patrol SUVs equipped with GPS, radio, and emergency lighting.**
- **Security Clearance: Only fully cleared and badged officers perform relief functions in restricted or airside areas.**

All relief operations are documented in the Meal/Break Rotation Log (MBR-1), audited weekly by the Operations Manager.

### 3.7 Oversight, Reporting, and Quality Control

To ensure performance accountability, the following reports will be submitted to BCAD each month:

- **Staffing and Certification Report (PCR Update)**
- **Timekeeping / Billing Summary**



- Incident and Corrective Action Log
- Training Attendance Report
- Meal and Break Compliance Log

Quarterly review meetings will be held jointly with the BCAD Contract Security Services Administrator to evaluate contract performance and implement continuous improvement measures.

### 3.8 Plan Maintenance and Continuous Improvement

The Program Management Plan is a dynamic and continuously improving document. Chi-Ada Security will review and revise the Plan:

- Quarterly, or immediately following a regulatory change,
- Upon BCAD request, or
- When operational performance indicators suggest adjustments.

Each revision will be documented, version-controlled, and submitted for BCAD approval before implementation.

All modifications are communicated internally through formal memoranda and staff briefings.

### 3.9 Summary

Chi-Ada Security's Program Management Plan demonstrates a proven framework for transparent administration, operational efficiency, and full regulatory compliance.

This Plan ensures:

- Complete coverage and command control 24/7.
- Accountability through documented verification systems.
- Clear communication between BCAD, management, and field staff.
- Flexibility and resilience during emergencies or staff transitions.

The Chi-Ada management team will continuously apply these procedures to safeguard Broward County's aviation facilities and uphold the highest standards of professionalism and reliability.



# Operation Plans



## Section 5 Operations Plan

### 5.1 Purpose and Overview

Chi-Ada **Operations Plan** establishes the procedures, communications framework, and daily operational standards by which **Chi-Ada Security / Chi-Ada Corporation** will perform all security services for the **Broward County Aviation Department (BCAD)** at **Fort Lauderdale–Hollywood International Airport (FLL)** and **North Perry Airport (HWO)**.

The Plan reflects Chi-Ada Security’s commitment to:

- Compliance with **BCAD Security Requirements** and **Transportation Security Administration (TSA)** standards under **49 CFR Part 1542**.
- Deployment of trained, uniformed, and properly credentialed personnel.
- Transparent communication, accurate documentation, and immediate response to security incidents.
- Continuous coordination with BCAD’s Contract Security Services Administrator (CSSA) and local law enforcement agencies.

The Operations Plan is supported by a detailed **Operations Manual**, which will be maintained separately and updated as procedures evolve. This manual defines all site-specific duties, communication protocols, and post instructions.

### 5.2 Operations Management Philosophy

Chi-Ada Security’s operational philosophy centers on **discipline, communication, and accountability**. Our management ensures that every security officer is trained, equipped, and supervised to perform at the highest professional standard.

Each employee is provided with the necessary tools—including a clean uniform, badge, two-way radio, flashlight, whistle, PPE, and other required supplies—to execute their duties effectively and safely.

Our training encompasses:

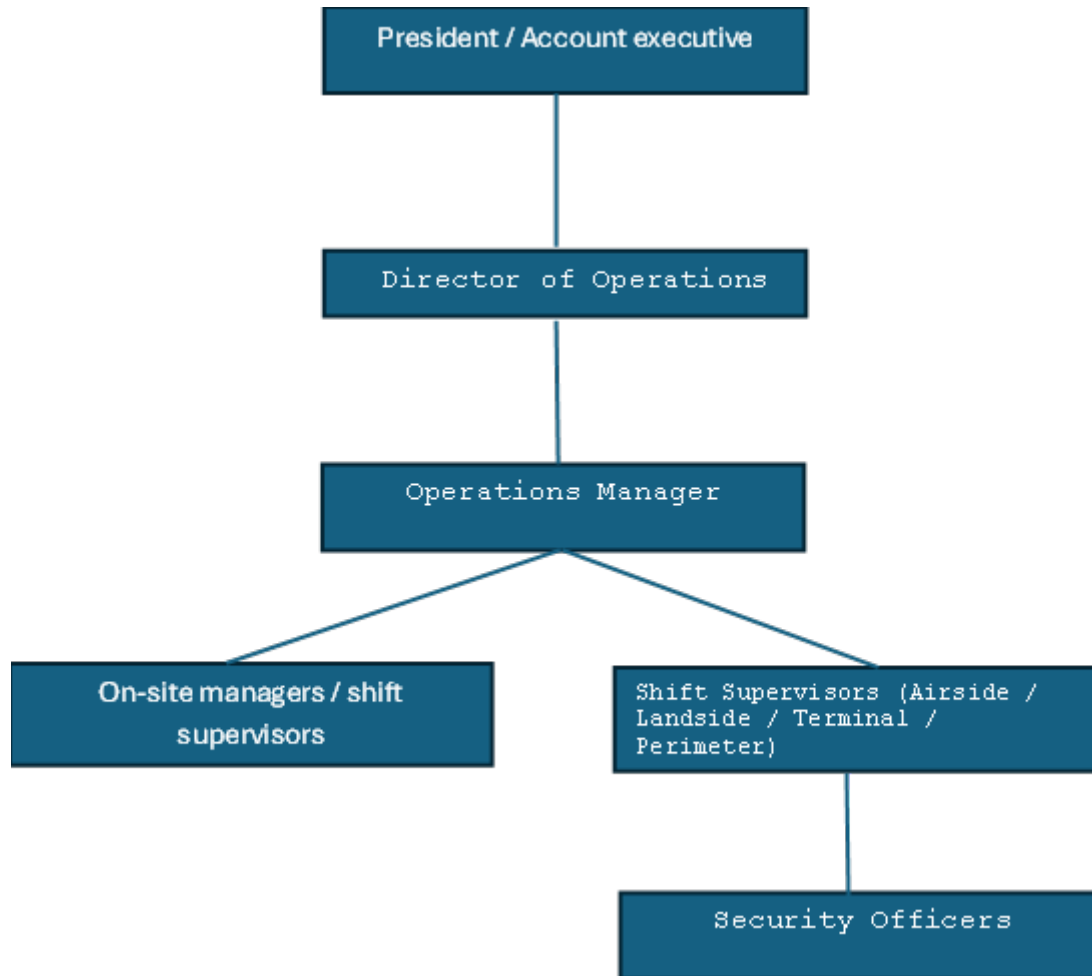
- Access control and identification verification.
- Perimeter and facility security procedures.
- Incident observation, documentation, and reporting.
- Emergency response and crisis management.
- Personnel and visitor safety, including traffic control on County roadways.
- Customer service and public interaction.
- Collaborative coordination with BCAD and law enforcement during emergencies or investigations.

Supervisors will be on-site at all times to lead and coordinate personnel, maintain post logs, and ensure adherence to post orders and operational procedures.



### 5.3 Chain of Command and Supervisory Oversight

Operational control is maintained through a clear command structure ensuring responsive leadership across all posts:



Each shift includes supervisory staff to verify coverage, review reports, conduct inspections, and ensure compliance with BCAD's operational standards.



#### 5.4 Radio Communications (Requirement A)

Chi-Ada Security operates an encrypted **Motorola MOTOTRBO Radio System** integrated with BCAD's radio network and the **Airport Operations Control Center (AOCC)**.

##### Procedures:

- Each officer is issued a dedicated radio during check-in; serial numbers are tracked through the Equipment Accountability Log.
- Radio checks are performed at the start and midpoint of each shift.
- Communications follow BCAD radio discipline protocol; "plain talk" is used for clarity, and code words are reserved for emergencies (e.g., *Code Bravo* – Bomb Threat).
- Supervisors maintain constant contact with the AOCC and other responding agencies as required.

#### 5.5 Vehicle Inspections (Requirement B)

Chi-Ada Security vehicles will be inspected before and after every shift.

**Inspection includes:** lights, sirens, communication equipment, fuel level, cleanliness, emergency kit, and first aid supplies.

Supervisors record inspections using **Form VI-1 Vehicle Inspection Report**, signed by both the driver and supervisor.

All patrol vehicles are marked, GPS-equipped, and maintained per manufacturer schedules. Deficiencies are corrected immediately and documented in Command Link™.

#### 5.6 Employee Badges and Credential Verification (Requirement C)

All personnel must maintain valid airport-issued identification in accordance with **49 CFR § 1542.211** and BCAD's badging policy.

##### Procedures:

- No officer may report for duty without their County-issued badge displayed above the waist.
- Supervisors verify badge and license validity weekly against the Personnel Certification Register (PCR).
- Lost or expired badges trigger immediate access suspension and written notification to BCAD Security.



### 5.7 Employee Communication and Short-Notice Procedure Dissemination (Requirement D)

Chi-Ada Security maintains a robust internal communication process to ensure immediate dissemination of security directives or policy changes.

#### Communication Channels:

1. **CommandLink™ Alerts:** Real-time digital notifications requiring employee acknowledgment.
2. **Radio Broadcasts:** Used for immediate operational changes (e.g., lockdown, severe weather).
3. **Email and Text Distribution Lists:** Used for procedural updates and BCAD notifications.
4. **Shift Briefings:** Supervisors reinforce new directives during roll call.

All updates are logged in the **Information Dissemination Register (IDR)** for accountability.

### 5.8 Daily and Incident Reporting Procedures (Requirement E)

Accurate and timely reporting forms the foundation of Chi-Ada Security's documentation process.

#### Reporting System:

- **Daily Activity Reports (DAR):** Record routine post observations, visitor counts, and general conditions.
- **Incident Reports (IR):** Filed immediately for any irregularity, safety hazard, or security breach.
- **Shift Summary Reports (SSR):** Submitted by Supervisors summarizing incidents, responses, and personnel performance.

All reports are generated through Command Link™ and accessible to BCAD in real time. Reports are reviewed daily by the Operations Manager and archived for a minimum of five years.

### 5.9 Dissemination of Time-Sensitive Training and Procedural Information (Requirement F)

When new directives or training requirements arise—such as TSA updates or emergency procedures—Chi-Ada Security deploys a **Rapid Dissemination Protocol (RDP)**:

1. Training Coordinator issues electronic bulletin or Command Link™ memo.
2. Supervisors brief on duty within 24 hours.
3. Officers acknowledge receipt digitally.
4. Training attendance logged in the LMS (Learning Management System).

This ensures all staff receive mission-critical updates promptly and verifiably.



### **5.10 Protection of Security-Sensitive Information (Requirement G)**

All security documentation and communications are handled as **Sensitive Security Information (SSI)** under **49 CFR Part 1520**.

#### **Safeguards Include:**

- Secure logins for all Command Link™ and reporting systems.
- Encryption (AES-256) for digital data.
- Prohibition of unauthorized photography or data transfer.
- Shredding of printed SSI materials after archival period expires.

Violations result in disciplinary action up to termination and reporting to BCAD and TSA.

### **5.11 Emergency Contingency Plans (Requirement H)**

Chi-Ada Security integrates fully with BCAD's **Airport Emergency Plan (AEP)** and **Incident Command System (ICS)**.

#### **Scenarios Covered:**

- Fire, medical, and hazardous materials incidents.
- Active shooter or armed threat situations.
- Bomb threats or suspicious packages.
- Severe weather and hurricane preparedness.
- Power outages or infrastructure failure.

#### **Response Process:**

- Officers notify AOCC immediately.
- Supervisor assumes site command until relieved by BSO or BCAD authority.
- Scene secured, perimeters established, and evidence preserved.
- After-action report submitted within 24 hours.

Quarterly tabletop and annual full-scale exercises will be conducted jointly with BCAD and BSO.



### 5.12 Use of Technology for Labor Tracking and Invoicing (Requirement I)

Chi-Ada uses **Command Link™** and **QuickBooks Enterprise** to integrate timekeeping with payroll and billing functions.

Each officer's login data populates the timekeeping database, automatically calculating billable hours and cost allocation per post.

Invoices are generated monthly and submitted with attached time logs for full transparency.

### 5.13 Automated Timekeeping and Work Schedule Verification (Requirement J)

All posts utilize automated timekeeping for accountability and performance tracking.

- **Biometric Scanners:** Authenticate clock-in/clock-out at each facility.
- **GPS Validation:** Confirms officer location at scheduled intervals.
- **Alerts:** Notify supervisors if a scheduled post check-in is missed.
- **Real-Time Dashboard:** Displays post coverage for management and BCAD review.

This technology ensures precision in labor tracking and eliminates manual reporting errors.

### 5.14 Post Check-In and Check-Out Procedures (Requirement K)

Every officer reports to the assigned post at the designated time and completes a digital **Check-In/Check-Out Log** via **Command Link™**.

**Check-In:** Confirms arrival, readiness, and equipment verification (radio, PPE, flashlight).

**Check-Out:** Confirms end of duty, post condition, and transfer of responsibilities to relief officer.

Supervisors validate all check-ins daily, ensuring every post remains continuously staffed and recorded.

### 5.15 Operational Differentiators

Chi-Ada Security's operations are distinguished by:

- 24/7 trained, licensed, and uniformed personnel.
- Management team with law enforcement and military backgrounds.
- Rapid deployment capability within hours anywhere in South Florida.
- Integration of GPS, **Command Link™**, and mobile reporting for transparency.
- Multilingual officers capable of assisting diverse airport patrons.
- Proven record with federal, state, and municipal government contracts.



### **5.16 Summary**

This Operations Plan, supported by the detailed Operations Manual, provides the procedural backbone of Chi-Ada Security's service delivery at FLL and HWO.

It ensures effective communication, verified coverage, rapid reporting, and regulatory compliance across all operational aspects.

By combining advanced technology, experienced supervision, and disciplined personnel, Chi-Ada Security guarantees continuous protection of Broward County's aviation assets, passengers, and employees—meeting and exceeding every requirement of the Contract Security Services Agreement.



# Staffing Contingency Plan



## Section 6 Staffing Contingency Plan

### 6.1 Purpose and Overview

The **Chi-Ada Security Staffing Contingency Plan** establishes the procedures and protocols to ensure continuous, uninterrupted security operations under any condition, including emergencies, personnel shortages, or heightened threat levels.

This plan provides the **Contract Security Services Administrator (CSSA)** with a clear framework for how Chi-Ada Security will respond to staffing surges, emergency deployments, and unanticipated personnel absences, while maintaining full compliance with **Florida State licensing requirements, Transportation Security Administration (TSA)** standards, and **Broward County Aviation Department (BCAD)** operational mandates.

### 6.2 Emergency Response Staffing (Requirement A)

Chi-Ada Security maintains an established **Emergency Response Program** that aligns with BCAD's **Surge Requirements (Section 2M)**.

This program enables the rapid mobilization of additional trained and badged personnel in the event of:

- **Heightened security alerts (TSA or DHS advisories)**
- **Natural disasters or severe weather events**
- **Airport emergency activation (AEP / ICS Level 1–3)**
- **VIP movements or special event surges**
- **Pandemic or mass absenteeism incidents**

#### Activation Process

1. **Incident Notification:** CSSA or BCAD Command Center issues surge activation order.
2. **Command Link™ Mobilization:** Immediate message to on-call officers, supervisors, and reserve units.
3. **Resource Deployment:** Pre-cleared officers assigned to high-priority posts (e.g., terminals, gates, perimeter).
4. **Logistics Coordination:** Operations Manager verifies transportation, uniform readiness, and communication equipment.
5. **Post Confirmation:** Supervisors confirm arrival and readiness through Command Link™ within 15 minutes of activation.

Chi-Ada Security maintains a **reserve pool** of licensed officers equivalent to **15% of total contract staffing**, available 24/7 for emergency deployment.



### 6.3 Timeframe for Deploying and Redeploying Staff (Requirement B)

Chi-Ada Security’s response model guarantees rapid staffing reinforcement through pre-established deployment timelines:

Deployment Level	Trigger Event	Response Timeframe
<b>Level 1 – Routine Vacancy Coverage</b>	Sick call or short-term absence	Within <b>1 hour</b>
<b>Level 2 – Surge / Temporary Expansion</b>	Special event or operational increase	Within <b>4 hours</b>
<b>Level 3 – Major Emergency Response</b>	Incident activation / AEP escalation	Within <b>2 hours</b> (initial coverage), <b>8 hours</b> (full deployment)
<b>Level 4 – Prolonged Crisis Staffing</b>	Extended emergency (>72 hours)	Full replacement roster within <b>24 hours</b>

These timeframes are achievable due to Chi-Ada’s **Regional Reserve Force**, maintained in Broward and Palm Beach Counties, supported by the company’s **24-hour Dispatch Center** and **mobile response vehicles**.

### 6.4 Plan for Allocating Additional Coverage Hours (Requirement C)

To meet temporary or surge requirements, Chi-Ada employs a **Dynamic Coverage Allocation Model (DCAM)** that ensures flexibility without exhausting primary staff.

#### Coverage Allocation Methods

1. **Voluntary Overtime:** Offered to qualified officers already assigned to BCAD sites.
2. **Reserve Officer Activation:** Pre-cleared officers assigned to fill secondary posts.
3. **Shift Expansion:** Supervisors may extend coverage by up to 2 hours pending relief arrival.
4. **Cross-Training Flexibility:** Officers trained on multiple post orders can be reassigned between terminal, landside, and perimeter posts as needed.
5. **Command Authorization:** All additional hours approved and logged by the Operations Manager to maintain compliance with the **Fair Labor Standards Act (FLSA)** and BCAD budgetary limits.

All additional hours are recorded in Command Link™ and reconciled weekly against the master schedule to ensure transparency and billing accuracy.



## 6.5 Compliance with State of Florida Licensing Requirements (Requirement D)

Chi-Ada Security ensures every officer, supervisor, and manager deployed under this contract holds valid licensing per **Florida Statutes Chapter 493**.

### Compliance Protocols

- **Pre-Deployment Verification:** HR confirms Class “D” or “G” license validity through the Florida Department of Agriculture and Consumer Services (FDACS) database before assignment.
- **Quarterly Audits:** Conducted by the Training Coordinator to confirm all personnel remain active and in good standing.
- **Incident of Lapse:** Any officer with an expired or suspended license is immediately removed from post and replaced with a compliant officer.
- **License Renewal Support:** Automated reminders issued 60 days before expiration to prevent lapses.

A master **License Compliance Register (LCR)** is maintained and shared with BCAD upon request.

## 6.6 Security Badging and Training Plan (Requirement E)

Chi-Ada Security maintains a comprehensive **Security Badging and Training Program** ensuring all personnel, including new hires and surge officers, meet BCAD and TSA credentialing requirements before deployment.

### Badging Process

1. **Pre-Screening:** FDLE Level 2 fingerprinting and TSA Security Threat Assessment (STA).
2. **Application Submission:** Processed through BCAD’s badging office by the Training Coordinator.
3. **Issuance & Tracking:** Each badge recorded in the Personnel Certification Register (PCR).
4. **Renewal:** Conducted prior to badge expiration; any lost badge reported immediately.

### Training Process

- **Initial Training:** Minimum 80 hours covering airport security, access control, perimeter patrol, and customer interaction.
- **Site-Specific Orientation:** Conducted on-site at FLL/HWO under BCAD-approved curriculum.
- **Annual Refresher Training:** Includes updates to TSA directives, emergency protocols, and incident response.
- **Emergency Surge Training:** Condensed 16-hour course provided to reserve officers to maintain immediate deployment readiness.

All training records are logged in Chi-Ada’s Learning Management System (LMS) and retained for audit.



## 6.7 Routine Staffing Issue Resolution (Requirement F)

Chi-Ada Security maintains redundant systems and a disciplined supervisory network to ensure every post remains staffed, regardless of unforeseen personnel issues.

### Routine Staffing Resolution Process

1. **Absence Notification:** Officer must notify supervisor at least 4 hours before shift.
2. **Immediate Replacement:** Supervisor activates the reserve roster via Command Link™.
3. **Cross-Zone Redeployment:** Nearby post officer temporarily covers until relief arrives.
4. **Supervisor Verification:** Field Supervisor confirms replacement check-in at post.
5. **Incident Documentation:** Absence recorded in Attendance Log and HR notified for follow-up.

A **Reserve Coverage Ratio** of at least **10% of total staff** is always maintained on standby to ensure post coverage during leave, illness, or emergencies.

## 6.8 Continuous Oversight and Reporting

The **Operations Manager** and **Account Executive** review all staffing activity daily through the Command Link™ dashboard.

Monthly reports to BCAD include:

- Coverage completion percentage
- Response to times for replacements
- Overtime utilization rate
- Licensing and badging compliance summary

Quarterly reviews identify trends, enabling proactive planning and ensuring BCAD's posts remain continuously staffed with qualified personnel.

## 6.9 Summary

Chi-Ada Security's Staffing Contingency Plan ensures rapid response, regulatory compliance, and operational stability under all conditions.

Through reserve staffing, automated labor tracking, cross-training, and strict licensing controls, the company guarantees continuous coverage and readiness to meet any surge or emergency scenario at **Fort Lauderdale–Hollywood International Airport (FLL)** and **North Perry Airport (HWO)**.



# Quality control



## Section 7 Quality Control Program

### 7.1 Purpose and Overview

The **Chi-Ada Security Quality Control Program (QCP)** establishes a structured system of inspection, testing, and documentation to ensure all contractual requirements under the **Broward County Aviation Department (BCAD) Security Guard Services Agreement** are consistently achieved and exceeded.

The Chi-Ada Security guarantees to:

- Continuous compliance with **BCAD Post Orders, Transportation Security Administration (TSA) regulations, and 49 CFR Part 1542.**
- High operational performance, professionalism, and reliability at all posts.
- Proactive identification and correction of deficiencies before they affect service quality.

This plan is specific to BCAD's operational environment and applies to all personnel assigned to **Fort Lauderdale–Hollywood International Airport (FLL)** and **North Perry Airport (HWO)**.

### 7.2 Quality Control Objectives

1. Maintain uniform standards of performance and professionalism across all sites.
2. Conduct routine and random evaluations of guard readiness, procedural compliance, and incident response capability.
3. Implement measurable Key Performance Indicators (KPIs) for continual improvement.
4. Ensure accountability through comprehensive documentation, review, and reporting.
5. Provide BCAD with transparent access to quality assurance data upon request.

### 7.3 Practical On-Site Testing (Requirement A1–A3)

Chi-Ada Security conducts **on-site quality testing at least once per week** on a random, unannounced basis.

#### Types and Methods of Practical Testing

1. **Post Knowledge Assessments:** Supervisors question officers on current Post Orders, emergency procedures, and communication codes.
2. **Incident Simulation Drills:** Realistic mock scenarios (e.g., unauthorized access, unattended bag, alarm activation) evaluate response time and protocol adherence.



3. **Communication Tests:** Random radio checks to confirm clarity, proper identification, and professional radio etiquette.
4. **Uniform and Equipment Audits:** Officers inspected for neat appearance, badge visibility, and operational readiness of radios, flashlights, and PPE.

#### **Documentation of Testing**

- Each event is logged in the **Quality Control Log**, recording:
  - Date and time of test
  - Type of test performed
  - Officers involved
  - Results and corrective actions (if required)
- The **Operations Manager** reviews all testing results weekly and forwards a **Summary Report** to the **Account Executive** for trend analysis.

#### **7.4 Post Inspections and Employee Responsibilities (Requirement B)**

Chi-Ada Security maintains a rigorous inspection schedule ensuring that all assigned personnel meet post and performance expectations.

#### **Inspection Categories**

1. **Uniform and Equipment Maintenance (B1):**
  - Officers must maintain a clean, serviceable uniform and functional equipment.
  - Supervisors verify each shift using the **Post Inspection Checklist**.
  - Any deficiencies must be corrected within 24 hours.
2. **Knowledge of Post Orders (B2–B3):**
  - Supervisors quiz officers on Post Orders and verify that current revisions are present in the post binder and digital Command Link™ system.
  - Post Orders are reviewed monthly and updated versions distributed immediately upon BCAD approval.
3. **Inspection Frequency (B4)**, in addition to the contract requirement, Chi-Ada will be conducting:
  - **Daily inspections** for high-traffic terminals.



- **Weekly inspections** for support facilities and perimeter posts.
  - **Unannounced inspections** conducted at least twice monthly.
4. **Deficiency Correction Procedures (B5):**
- **Minor deficiencies** (uniform, report error, radio check) corrected within **24 hours**.
  - **Major deficiencies** (procedure lapse, unauthorized absence) corrected within **4 hours** with incident report and retraining documentation.
5. **Training Certification Maintenance (B6):**
- Training Coordinator tracks all licenses and certifications through the **Learning Management System (LMS)**.
  - Officers receive automatic alerts 30 days before renewal dates.
  - Expired certifications result in immediate suspension until compliance restored.
6. **Key Performance Indicators (B7):**  
KPIs are used to quantify operational performance.

Metric	Standard	Data Source
Post Coverage	100%	Command Link™ / Schedule Reports
Response Time to Incident	≤ 5 Minutes	Incident Logs
Inspection Compliance	≥ 95%	PIC-1 Checklist
Report Accuracy	≥ 98%	QA Review
Customer Satisfaction	≥ 90%	BCAD Feedback
Licensing Compliance	100%	LMS / PCR

**7.5 Quality Control Reporting and Analysis (Requirement C)**

Chi-Ada Security compiles and analyzes inspection and testing results to identify performance trends and maintain a continuous improvement cycle.

**Reporting Process**

1. **Daily:** Supervisors submit inspection findings via Command Link™.



2. **Weekly:** Operations Manager compiles reports into the **Quality Control Summary (QCS)** for management review.
3. **Monthly:** Account Executive submits a consolidated **Quality Assurance Report** to BCAD's Contract Security Services Administrator.
4. **Quarterly:** Chi-Ada conducts an internal **Performance Review Meeting**, evaluating KPIs and corrective actions.

#### Summary Report Components

- Overview of weekly inspections and tests
- Noted deficiencies and corrective actions taken
- Training updates and certification renewals
- KPI analysis and improvement trends
- Recommendations for procedural enhancement

Upon request, Chi-Ada Security provides BCAD with full access to all QCP reports, testing logs, and performance records for verification or audit.

#### 7.6 Corrective and Preventive Action Procedures

When performance deficiencies are identified, Chi-Ada follows a structured process to ensure timely correction and long-term prevention:

1. **Identification:** Supervisor documents issue on the QCL-1 Form.
2. **Immediate Correction:** On-site resolution within designated timeframe (minor – 24 hrs; major – 4 hrs).
3. **Root Cause Analysis:** Operations Manager evaluates contributing factors.
4. **Preventive Action:** Revised procedure, retraining, or equipment replacement.
5. **Verification:** Re-inspection confirms issue is resolved.
6. **Documentation:** All actions filed in the QCP record and available to BCAD.



### 7.7 Continuous Improvement Commitment

The Quality Control Program is an evolving process that integrates feedback from BCAD, internal audits, and staff evaluations.

Chi-Ada Security employs a **Plan–Do–Check–Act (PDCA)** methodology:

1. **Plan:** Establish clear quality objectives and benchmarks.
2. **Do:** Implement and monitor operational procedures.
3. **Check:** Evaluate performance through data and inspections.
4. **Act:** Adjust and improve systems to prevent recurrence.

This cycle ensures continual enhancement of operational standards and alignment with BCAD's evolving security requirements.

### 7.8 Summary

The **Chi-Ada Security Quality Control Program** provides a structured, auditable, and measurable system for ensuring compliance, accountability, and service excellence.

By combining routine testing, performance metrics, and corrective action management, Chi-Ada Security ensures all requirements of the Agreement are fulfilled and documented to the satisfaction of the **Contract Security Services Administrator** and the **Broward County Aviation Department Section 8 Training Program for Contract Security Services Personnel**



# Training



## 8.1 Overview and Objectives

Chi-Ada Security is firmly committed to maintaining the highest standards of safety, professionalism, and regulatory compliance in all airport operations.

To achieve this, the company has developed a **comprehensive and fully compliant Training Program** for all **Contract Security Services Personnel**, designed to meet and exceed the requirements of the **Broward County Aviation Department** and the **Transportation Security Administration (TSA)**.

This Training Program ensures that every officer assigned to Fort Lauderdale–Hollywood International Airport (FLL) and North Perry Airport (HWO) possesses the requisite knowledge, skills, and judgment to perform their duties effectively and courteously within a high-security, customer-focused environment.

The objectives of this program are to:

- Provide structured, measurable instruction aligned with airport-specific policies and federal security directives.
- Ensure full compliance with **Section 2-43 of the Broward County Code** and the TSA's **49 CFR Part 1542**.
- Reinforce customer service excellence as a core element of security professionalism.
- Maintain continual readiness through annual refresher and emergency training.

All training is delivered by **certified instructors** under the supervision of the **Training Coordinator (TC)** and is subject to written approval by the **Contract Security Services Administrator (CSSA)** prior to implementation.

## 8.2 Training Program Design and Administration

The Training Program is designed, implemented, and continuously administered by the **Training Coordinator (TC)**, who reports directly to the Operations Manager and Account Executive.

The TC ensures:

- Training materials, lesson plans, and testing instruments are submitted to BCAD for written approval.
- All program changes requested in writing by the Contract Security Services Administrator are implemented promptly.
- Attendance, test results, and certifications are accurately documented and available for review.
- The County is not charged for training materials, instructor time, or trainee compensation during training sessions.



The training curriculum is divided into five major components:

1. **Initial Training (40 hours minimum)**
2. **Annual Refresher Training (16 hours minimum)**
3. **Emergency Training (Section 2-43 of the Code)**
4. **Specialized Equipment and Screening Training (X-ray and Magnetometer)**
5. **On-the-Job and Post-Specific Orientation**

All instruction is conducted in classroom, field, and simulation environments to ensure both theoretical understanding and practical application.

### **8.3 Initial Training**

At least seven (7) days prior to the contract commencement date, Chi-Ada Security will complete an **extensive in-house training program** for all existing CSS Personnel.

Newly hired officers will undergo the same training prior to any post assignment.

The **Initial Training Program** provides a minimum of **forty (40) hours** of comprehensive instruction covering the following areas:

- BCAD airport-specific rules, regulations, and access control procedures.
- TSA and DHS security directives applicable to airport environments.
- Customer service and public interaction principles, including cultural sensitivity and ADA awareness.
- Incident observation, documentation, and reporting procedures.
- Radio communication protocols and coordination with law enforcement and emergency agencies.
- Airport geography, restricted and sterile area control, and perimeter patrol techniques.
- Occupational safety, including OSHA compliance and PPE use.
- Code of Conduct, Ethics, and Professional Standards.

Upon completion, a written report listing all CSS Personnel and certification acknowledgments will be submitted to the Contract Security Services Administrator confirming successful training completion.

### **8.4 Annual Refresher and Emergency Training**



All CSS Personnel will complete **annual refresher training**, consisting of a minimum of **sixteen (16) hours** of coursework unless a shorter period is approved in writing by the Contract Security Services Administrator.

The **Annual Refresher Course** reinforces key principles from the initial curriculum and introduces updates in security directives, procedures, and technology use. Topics include:

- Updates to Post Orders and BCAD policies.
- Recent TSA or FAA security advisories.
- Review of incident response and reporting standards.
- Customer service and conflict de-escalation techniques.
- Physical security and access control updates.
- Health, safety, and emergency communication protocols.

In addition, **Emergency Training** will be conducted in accordance with **Section 2-43 of the Broward County Code**, ensuring each officer is fully prepared to respond to:

- Fire, medical, or evacuation emergencies.
- Active shooter or bomb threat incidents.
- Natural disasters or hazardous material releases.
- Airport Emergency Plan (AEP) activation and coordination under the Incident Command System (ICS).

No costs associated with training whether for materials, facilities, or personnel wages—will be invoiced to the County.

### **8.5 Specialized X-Ray and Magnetometer Training and Procedures**

Chi-Ada Security's specialized **X-Ray and Magnetometer Training Module** ensures that all officers assigned to passenger screening, entry control, or parcel inspection posts possess the highest level of competence in operating advanced detection equipment.

#### **Purpose and Scope**

This module is designed to develop officer proficiency in the detection of prohibited items, weapons, and explosives while maintaining professional, courteous interaction with the public. It adheres to **TSA screening protocols**, manufacturer guidelines, and ADA accessibility requirements.

#### **Training Content and Components**



**1. Equipment Familiarization:**

- Introduction to X-ray scanner and magnetometer components, functions, and calibration.
- Operational safety standards, radiation awareness, and protective procedures.

**2. Image Interpretation and Threat Recognition:**

- Identification of organic/inorganic material density differences.
- Detection of concealed weapons, contraband, and suspicious configurations.
- Image analysis exercises using recorded threat samples and TSA test kits.

**3. Alarm Handling and Escalation:**

- Procedures for responding to alarms, secondary screening, and communication hierarchy.
- Step-by-step escalation to supervisors or law enforcement as required.

**4. ADA Accommodations:**

- Procedures for screening individuals with mobility devices, prosthetics, or medical implants.
- Respectful interaction and privacy safeguards under federal accessibility guidelines.

**5. Chain of Custody and Documentation:**

- Proper handling, logging, and transfer of confiscated or suspect items.
- Maintenance of evidence integrity and report documentation per BCAD policy.

**6. Scripts and Professional Communication:**

Officers are trained using standardized scripts to ensure consistency and professionalism:

- “Please place all personal items on the conveyor belt.”
  - “I’m conducting a secondary screening; this will only take a moment.”
- These scripts promote calm, clear, and customer-oriented interactions.

**7. Checklists and Roles:**

- Pre-operation checklist confirming calibration, system readiness, and area cleanliness.
- Defined responsibilities for Operator, Supervisor, and Relief Officer positions.

**8. Certification Process:**

- Written and practical examinations are administered at the end of the course.



- Minimum passing score: 85%.
- Certification valid for one year; refresher required upon renewal or equipment upgrade.

**9. Performance KPIs:**

KPI	Standard	Verification
Alarm Response Time	≤ 30 Seconds	Command Link™ Log
Image Recognition Accuracy	≥ 95%	Test Evaluation
ADA Accommodation Compliance	100%	Supervisor Review
Documentation Accuracy	≥ 98%	Report Audit

**10. Continuous Improvement:**

Performance trends are analyzed quarterly; retraining or procedural revisions implemented as needed.

All specialized training is documented within the **Training Management System (TMS)**, and certification records are available for BCAD review.

**8.6 Assessment, Certification, and Recordkeeping**

Each training module includes written and practical evaluations to verify comprehension and skill proficiency.

The **Training Coordinator** maintains all training records, including:

- Attendance rosters.
- Test scores and certification issue dates.
- Renewal and refresher documentation.
- Instructor credentials and course revisions.

All records are securely stored and made available to the **Contract Security Services Administrator** upon request.

The County will receive written notification of training completion for all CSS Personnel prior to deployment or reassignment.

**8.7 Continuous Improvement and Quality Assurance**



Chi-Ada Security applies a **Quality Assurance and Continuous Improvement Framework** to all training activities, ensuring lessons learned are translated into updated curriculum content and operational practice.

The Training Coordinator reviews training data monthly to:

- Evaluate testing results and identify knowledge gaps.
- Monitor post-incident performance to align refresher training topics.
- Update lesson plans to reflect new TSA or BCAD directives.
- Incorporate feedback from BCAD inspections, supervisor observations, and client evaluations.

This process ensures the training program remains dynamic, compliant, and responsive to the evolving security environment of Broward County's airports.

## 8.8 Cultural Sensitivity

**Cultural sensitivity in communication refers to the awareness, understanding, and respect for cultural differences that influence interactions between individuals from diverse backgrounds.**

### Definition and Importance

**Cultural sensitivity involves recognizing that cultural norms, values, and behaviors can vary significantly among different groups. It is essential for fostering effective communication, building positive relationships, and preventing misunderstandings in a multicultural environment. By being culturally sensitive, individuals can adapt their communication styles to respect and acknowledge the cultural contexts of others, leading to more meaningful and respectful exchanges.**

### Key Aspects of Cultural Sensitivity in Communication

1. **Awareness of Cultural Differences: Understanding that individuals may have different communication styles, values, and beliefs based on their cultural backgrounds. This awareness helps in avoiding assumptions and stereotypes.**



2. **Active Engagement:** Cultural sensitivity is not just about avoiding offense; it involves actively engaging with and valuing the perspectives and experiences of others. This can include asking questions and listening intently to understand different viewpoints.
3. **Adaptation of Communication Styles:** Being culturally sensitive means adapting one's communication style to suit the cultural context of the interaction. This may involve adjusting language, tone, and non-verbal cues to ensure clarity and respect.
4. **Inclusivity and Respect:** Culturally sensitive communication fosters an inclusive environment where all individuals feel valued and respected, regardless of their cultural background. This can enhance collaboration and improve outcomes in various settings, such as workplaces and educational institutions.
5. **Preventing Misunderstandings:** By being aware of cultural nuances, individuals can navigate potential misunderstandings that may arise from cultural differences, thereby reducing conflicts and enhancing cooperation.

### Conclusion

Cultural sensitivity is a vital component of effective communication in today's globalized world. It promotes harmony, reduces conflicts, and enhances cross-cultural cooperation by recognizing and celebrating the richness of human diversity. By developing cultural sensitivity, individuals can contribute to a more inclusive and equitable society that thrives on respect and empathy.

### 8.9 Summary

Chi-Ada Security's **Training Program for Contract Security Services Personnel** provides a fully compliant, documented, and continuously improving system of instruction and certification.

By integrating federal, state, and county requirements with specialized airport-security modules, Chi-Ada ensures every CSS Officer performs with confidence, professionalism, and precision—contributing to a safe, welcoming, and compliant airport environment at both FLL and HWO.

All training is delivered by certified instructors, recorded in auditable systems, and open for BCAD review at any time, demonstrating Chi-Ada's unwavering commitment to safety, customer service, and regulatory excellence.



November 4, 2025

Broward County Aviation Authority.  
BLD2129654P-1 Security Guard services  
For FLL and Perry Airport.

Letter of Intent

This Letter of Intent (LOI) serves as a formal expression of **Chi-Ada Securities LLC's** intention to engage a licensed subcontractor **Certified by OESBD** programs, contingent upon the award of the referenced contract.

Note this Letter of Intent is a **non-binding** agreement and serves solely as an expression of mutual intent to formalize a working relationship should Chi-Ada Security LLC be considered for award a contract

Chi-Ada Securities LLC looks forward to establishing a working with **Maddawig St. Louie LLC**, to delivering the highest standards of **quality, professionalism, and integrity** in service to **Broward County**.

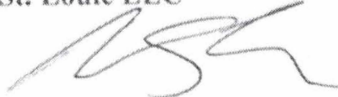
Sign

Chi-Ada Securities LLC

  
Authorized Representative

Sign

Maddawig St. Louie LLC

  
Authorized Representative



OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT



# THIS CERTIFICATE IS AWARDED TO

## MADDAWG ST. LOUIE, LLC

AS SET FORTH IN THE BROWARD COUNTY BUSINESS OPPORTUNITY ACT OF 2012, THE CERTIFICATION REQUIREMENTS HAVE BEEN MET FOR:

**County Business Enterprise (CBE) and Small Business Enterprise (SBE)**

**SANDY-MICHAEL MCDONALD**

Digitally signed by SANDY-MICHAEL MCDONALD  
Date: 2025.04.03 12:31:56 -04'00'

AUTHORIZED REPRESENTATIVE

**Anniversary Date: April 1st**

THE OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT MUST BE NOTIFIED WITHIN 30 DAYS OF ANY MATERIAL CHANGES IN THE BUSINESS WHICH MAY AFFECT OWNERSHIP AND CONTROL. FAILURE TO DO SO MAY RESULT IN THE REVOCATION OF THIS CERTIFICATE AND/OR IMPOSITION OF OTHER SANCTIONS.  
A SERVICE OF THE BROWARD COUNTY BOARD OF COUNTY COMMISSIONERS  
BROWARD.ORG/SMALLBUSINESS

GOVERNMENTAL CENTER ANNEX 115 S. ANDREWS AVENUE, ROOM A680 FORT LAUDERDALE, FL 33301  
TEL: 954-357-6400 • FAX: 954-357-5674 • TTY: 954-357-5664

**VENDOR QUESTIONNAIRE AND STANDARD CERTIFICATIONS  
REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

The completed form, including standard certifications, should be submitted with the solicitation response. If a response requires additional information, the Vendor should upload a written detailed response with submittal; each response should be labeled to match the question number.

If not submitted with solicitation response, it must be submitted within three business days after County's written request. Failure to timely submit may affect Vendor's evaluation.

1. Legal business name: Chi-Ada Security LLC
2. Doing Business As/Fictitious Name (if applicable): Click or tap here to enter text.
3. Federal Employer I.D. No. (FEIN): 65-061-9776
4. Dun and Bradstreet No.: 15-979-8834
5. Website address (if applicable): www.chiadacorporation.com
6. Principal place of business address: 4820 W. Commercial Blvd, Tamarac. Fl. 33319
7. Office location responsible for this project: Same as above
8. Telephone No.: 954-777-5177                      Fax No.: 954-777-5147
9. Generic e-mail for purchase orders: info@chiadacorporation  
(Broward County auto distributes purchase orders; to ensure Vendor receives purchase orders, a company accessible e-mail address is suggested.)

10. Type of business (check appropriate box):
  - Corporation (specify the state of incorporation) Florida
  - Sole Proprietor
  - Limited Liability Company (LLC)
  - Limited Partnership
  - General Partnership
  - Other – Specify: Click or tap here to enter text.

11. Authorized Contact(s):

Name: Bartholomew Okoro	Name: Click or tap here to enter text.
Title: President	Title: Click or tap here to enter text.
E-mail: bokoro@chiadacorporation.com	E-mail: Click or tap here to enter text.
Telephone No.: 305-962-0398	Telephone No.: Click or tap here to enter text.

12. List name and title of each principal, owner, officer, and majority shareholder:

a) Click or tap here to enter text.	d) Click or tap here to enter text.
b) Click or tap here to enter text.	e) Click or tap here to enter text.
c) Click or tap here to enter text.	f) Click or tap here to enter text.

**VENDOR QUESTIONNAIRE AND STANDARD CERTIFICATIONS**  
**REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

**For Questions 13 – 19, if any answer is “Yes”, specify details in an attached written response with submittal; each response should be labeled to match the question number.**

13. Is Vendor or any of its principals or officers currently a principal or officer of another organization?  
 Yes     No
14. Has Vendor, or any of its principals, officers, or predecessor organization(s), been debarred or suspended by any government entity within the last three years?     Yes     No
15. Has Vendor ever failed to complete any services and/or delivery of products during the last three years?  
 Yes     No
16. Have any voluntary or involuntary bankruptcy petitions been filed by or against Vendor, its parent or subsidiaries or predecessor organizations during the last three years?     Yes     No
17. Has Vendor’s surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to Vendor’s or its predecessor’s sureties during the last three years?  
 Yes     No
18. Has Vendor ever failed to complete any services and/or delivery of products during the last three years?  
 Yes     No
19. Has Vendor been terminated from a contract within the last three years?     Yes     No
20. Participation in Solicitation Development: By submission of this solicitation response, the Vendor certifies as follows (select one):
- I have not participated in the preparation or drafting of any language, scope, or specification that would provide my firm or any affiliate an unfair advantage of securing this solicitation.
  - I have provided information regarding the specifications and/or products listed in this solicitation. If this box is checked, provide the following:
    - Name of Person the information was provided to: [Click or tap here to enter text.](#)
    - Title: [Click or tap here to enter text.](#)
    - Date information provided: [Click or tap here to enter text.](#)
    - For what purpose was the information provided? [Click or tap here to enter text.](#)

**VENDOR QUESTIONNAIRE AND STANDARD CERTIFICATIONS**  
**REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

**Standard Certifications:**

**Drug-Free Workplace Certification**

In accordance with Section 287.087, Florida Statutes, whenever two or more submittals are tied, a submittal received from a Vendor that certifies it has implemented a drug-free workplace program shall be given preference in the award process.

The Vendor hereby certifies that: (only if Vendor is certifying it currently complies, check box)

- The Vendor hereby certifies that it has established a drug-free workplace program in accordance with the requirements of Section 287.087, Florida Statutes, ("Preference to businesses with drug-free workplace programs.")

**Non-Collusion Certification**

Vendor shall disclose, to their best knowledge, any Broward County officer or employee, or any relative of any such officer or employee as defined in Section 112.3135 (1) (c), Florida Statutes, who is an officer or director of, or has a material interest in, the Vendor's business, who is in a position to influence this procurement. Any Broward County officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement. Failure of a Vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the Broward County Procurement Code.

The Vendor hereby certifies that: (select one)

- The Vendor certifies that this offer is made independently and free from collusion; or
- The Vendor is disclosing names of officers or employees who have a material interest in this procurement and is in a position to influence this procurement. Vendor must include a list of name(s), and relationship(s) with its submittal.

**Public Entities Crimes Certification**

In accordance with Public Entity Crimes, Section 287.133, Florida Statutes, a person or affiliate placed on the convicted vendor list following a conviction for a public entity crime may not submit on a contract: to provide any goods or services; for construction or repair of a public building or public work; for leases of real property to a public entity; and may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 for Category Two for a period of 36 months following the date of being placed on the convicted vendor list.

The Vendor hereby certifies that: (check box)

- The Vendor certifies that no person or affiliates of the Vendor are currently on the convicted vendor list and/or has not been found to commit a public entity crime, as described in the statutes.

**VENDOR QUESTIONNAIRE AND STANDARD CERTIFICATIONS**  
**REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

**Scrutinized Companies List Certification**

Pursuant to Section 287.135, Florida Statutes, any company or other entity on the **Scrutinized Companies with Activities in Sudan List**, the **Scrutinized Companies with Activities in Iran Terrorism Sectors List**, or the **Scrutinized Companies or Other Entities that Boycott Israel List**, are prohibited from bidding on, submitting a proposal for, or entering into or renewing a contract with an agency or local governmental entity for goods or services of (a) \$100,000 or more if, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company or other entity is on the Scrutinized Companies or Other Entities that Boycott Israel List, created pursuant to Section 215.4725, Florida Statutes, or is engaged in a boycott of Israel; or (b) \$1,000,000 or more if, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company or other entity is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in Iran Terrorism Sectors List, created pursuant to Section 215.473, Florida Statutes; or is engaged in business operations in Cuba or Syria.

The Vendor hereby certifies that: (check each box)

- The company or other entity is aware of the above cited requirements of Sections 287.135, 215.473, and 215.4725, Florida Statutes, regarding the above cited lists; and
- The company or other entity is eligible to participate in this solicitation and are not listed on the cited lists above; and
- If awarded the Contract, the company or other entity will immediately notify the County in writing if it is placed on the above cited lists.

**I hereby certify the information provided in this Vendor Questionnaire and Standard Certifications is true and correct\*:**

**Vendor Name:** Chi-Ada Security LLC

Signature:  \_\_\_\_\_

Printed Name: Bartholomew Okoro

Title: President

Date: November 5, 2025

\* I certify that I am authorized to sign this solicitation response on behalf of the Vendor as indicated in Certificate as to Corporate Principal, designation letter by Director/Corporate Officer, or other business authorization to bind on behalf of the Vendor. As the Vendor's authorized representative, I attest that any and all statements, oral, written or otherwise, made in support of the Vendor's response, are accurate, true and correct. I also acknowledge that inaccurate, untruthful, or incorrect statements made in support of the Vendor's response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to PART XI of the Broward County Procurement Code. I certify that the Vendor's response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a response for the same items/services, and is in all respects fair and without collusion or fraud. I also certify that the Vendor agrees to abide by all terms and conditions of this solicitation, acknowledge and accept all of the solicitation pages as well as any special instructions sheet(s).

# Responses

Chi-Ada Security, LLC

Success: All data is valid!

Status	#	Item	Item Description	Quantity Required	Unit of Measure	Numeric	Numeric	Total Cost
						Percentage of Price Attributed to Labor Portion of Service	Unit Price	

## Year 1 Pricing

Success: All values provided	#1-1	<b>Level 1 Officer (unarmed)</b>	Level 1 Officer (unarmed), Normal Business Hours. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	564223	Hour	27.27	\$ 45.25	\$ 25,531,090.75
Success: All values provided	#1-2	<b>Level 1 Officer (unarmed) (Overtime/Holiday)</b>	Level 1 Officer (unarmed), Overtime/Holiday. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	21859	Hour	35.57	\$ 53.55	\$ 1,170,549.45

# Responses

Chi-Ada Security, LLC

Success: All data is valid!

Status	#	Item	Item Description	Quantity Required	Unit of Measure	Numeric	Numeric	Total Cost
						Percentage of Price Attributed to Labor Portion of Service	Unit Price	
Success: All values provided	#1-3	<b>Security Operations Center Specialist</b>	Security Operations Center Specialist, Normal Business Hours. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	20333	Hour	27.27	\$ 45.25	\$ 920,068.25
Success: All values provided	#1-4	<b>Security Operations Center Specialist (Overtime/Holiday)</b>	Security Operations Center Specialist, Overtime/Holiday. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	634	Hour	35.57	\$ 53.55	\$ 33,950.70

# Responses

Chi-Ada Security, LLC

Success: All data is valid!

Status	#	Item	Item Description	Quantity Required	Unit of Measure	Numeric	Numeric	Total Cost
						Percentage of Price Attributed to Labor Portion of Service	Unit Price	
Success: All values provided	#1-5	Supervisor	Supervisor, Normal Business Hours. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	59587	Hour	28.27	\$ 46.25	\$ 2,755,898.75
Success: All values provided	#1-6	Supervisor (Overtime/Holiday)	Supervisor, Overtime/Holiday. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	2218	Hour	42.41	\$ 60.39	\$ 133,945.02

# Responses

Chi-Ada Security, LLC

Success: All data is valid!

Status	#	Item	Item Description	Quantity Required	Unit of Measure	Numeric	Numeric	Total Cost
						Percentage of Price Attributed to Labor Portion of Service	Unit Price	
Success: All values provided	#1-7	<b>Training Coordinator</b>	Training Coordinator, Normal Business Hours. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	2080	Hour	30.27	\$ 48.25	\$ 100,360.00
Success: All values provided	#1-8	<b>Operations Manager</b>	Operations Manager, Normal Business Hours. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	2080	Hour	45	\$ 62.98	\$ 130,998.40
Success: All values provided	#1-9	<b>Project Manager</b>	Project Manager, Normal Business Hours. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	2080	Hour	45	\$ 62.98	\$ 130,998.40

# Responses

Chi-Ada Security, LLC

Success: All data is valid!

Status	#	Item	Item Description	Quantity Required	Unit of Measure	Numeric	Numeric	Total Cost
						Percentage of Price Attributed to Labor Portion of Service	Unit Price	
Success: All values provided	#1-10	Vehicle (per vehicle)	Vehicle (five (5) vehicles). Refer to Specifications and requirements for additional Information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each day per vehicle.	1825	Day	27.27	\$ 33.70	\$ 61,502.50
<b>Basket Total</b>								
<b>\$ 30,969,362.22</b>								

## Year 2 Pricing

Success: All values provided	#2-1	Level 1 Officer (unarmed)	Level 1 Officer (unarmed), Normal Business Hours. Refer to Specifications and requirements for additional Information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	564223	Hour	29.27	\$ 47.25	\$ 26,659,536.75
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# Responses

Chi-Ada Security, LLC

Success: All data is valid!

Status	#	Item	Item Description	Quantity Required	Unit of Measure	Numeric	Numeric	Total Cost
						Percentage of Price Attributed to Labor Portion of Service	Unit Price	
Success: All values provided	#2-2	<b>Level 1 Officer (unarmed) (Overtime/Holiday)</b>	Level 1 Officer (unarmed), Overtime/Holiday. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	21859	Hour	29.27	\$ 47.25	\$ 1,032,837.75
Success: All values provided	#2-3	<b>Security Operations Center Specialist</b>	Security Operations Center Specialist, Normal Business Hours. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	20333	Hour	30.25	\$ 48.25	\$ 981,067.25
Success: All values provided	#2-4	<b>Security Operations Center Specialist (Overtime/Holiday)</b>	Security Operations Center Specialist, Overtime/Holiday. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	634	Hour	45.38	\$ 63.37	\$ 40,176.58

# Responses

Chi-Ada Security, LLC

Success: All data is valid!

Status	#	Item	Item Description	Quantity Required	Unit of Measure	Numeric	Numeric	Total Cost
						Percentage of Price Attributed to Labor Portion of Service	Unit Price	
Success: All values provided	#2-5	Supervisor	Supervisor, Normal Business Hours. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	59587	Hour	30.25	\$ 48.25	\$ 2,875,072.75
Success: All values provided	#2-6	Supervisor (Overtime/Holiday)	Supervisor, Overtime/Holiday. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	2218	Hour	45.38	\$ 63.36	\$ 140,532.48
Success: All values provided	#2-7	Training Coordinator	Training Coordinator, Normal Business Hours. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	2080	Hour	30.25	\$ 48.25	\$ 100,360.00

# Responses

Chi-Ada Security, LLC

Success: All data is valid!

Status	#	Item	Item Description	Quantity Required	Unit of Measure	Numeric	Numeric	Total Cost
						Percentage of Price Attributed to Labor Portion of Service	Unit Price	
Success: All values provided	#2-8	<b>Operations Manager</b>	Operations Manager, Normal Business Hours. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	2080	Hour	45.27	\$ 65.25	\$ 135,720.00
Success: All values provided	#2-9	<b>Project Manager</b>	Project Manager, Normal Business Hours. Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each hour of service.	2080	Hour	45.27	\$ 65.25	\$ 135,720.00
Success: All values provided	#2-10	<b>Vehicle (per vehicle)</b>	Vehicle (five (5) vehicles). Refer to Specifications and requirements for additional information. Unit prices shall include wages, tools, equipment, fuel, billing, insurance, fringe benefits, overhead, profit, taxes, vacation, sick, uniforms, etc. Offered price shall be for each day per vehicle.	1825	Day	27.27	\$ 33.70	\$ 61,502.50
<b>Basket Total</b>								<b>\$ 32,162,526.06</b>

Grand Total

**\$ 63,131,888.28**