



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/3/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Hub International Midwest Limited 203 N La Salle St Ste 2000 Chicago IL 60601-1245	<b>CONTACT NAME:</b> CSU Chicago <b>PHONE (A/C No. Ext):</b> 312-922-5000 <b>E-MAIL ADDRESS:</b> CSUchicago@hubinternational.com	<b>FAX (A/C, No):</b>	
	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
<b>INSURED</b> Covenant Aviation Security, LLC, 1112 W. Boughton Rd., #355 Bolingbrook IL 60440	<b>INSURER A :</b> ACE American Insurance Company		22667
	<b>INSURER B :</b> Global Aerospace		
	<b>INSURER C :</b> Indemnity Insurance Company of NA		43575
	<b>INSURER D :</b> American Alternative Insurance Corporation		19720
	<b>INSURER E :</b> Indemnity National Insurance Company		18468
<b>INSURER F :</b>			

**COVERAGES**

CERTIFICATE NUMBER: 1576387305

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
B	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Auto Liab Cov GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			287545/25	11/1/2025	11/1/2026	EACH OCCURRENCE	\$ 5,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 500,000
							MED EXP (Any one person)	\$ 10,000
							PERSONAL & ADV INJURY	\$ 5,000,000
							GENERAL AGGREGATE	\$
							PRODUCTS - COMP/OP AGG	\$ 5,000,000
								\$
C	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			CAL H08890006	11/1/2025	11/1/2026	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
E	<input type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0			XS000137725	11/1/2025	11/1/2026	EACH OCCURRENCE	\$ 5,000,000
							AGGREGATE	\$ 5,000,000
								\$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WLR C72800758 SCF C7280076A	11/1/2025 11/1/2025	11/1/2026 11/1/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER	
							E.L. EACH ACCIDENT	\$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
D	Professional Liability Crime:			347060	11/1/2025	11/1/2026	Occurrence/Agg. Limit: See Below	5,000,000 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Crime  
 Policy Number: BFLPDONIL011400\_020936\_03  
 Carrier: Continental Indemnity Company  
 NAIC:28258  
 Effective Date: 11/1/2025  
 Expiration Date: 11/1/2026  
 Limit: \$5,000,000

See Attached...

**CERTIFICATE HOLDER****CANCELLATION**

Broward County  
 320 Terminal Drive  
 Suite 200  
 Fort Lauderdale FL 33315

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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## ADDITIONAL REMARKS SCHEDULE

AGENCY Hub International Midwest Limited		NAMED INSURED Covenant Aviation Security, LLC, 1112 W. Boughton Rd., #355 Bolingbrook IL 60440	
POLICY NUMBER		EFFECTIVE DATE:	
CARRIER	NAIC CODE	(Empty)	

**ADDITIONAL REMARKS**

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,**  
**FORM NUMBER:** 25 **FORM TITLE:** CERTIFICATE OF LIABILITY INSURANCE

Aviation General Liability Schedule of Insurers for the period of November 1, 2025 to November 1, 2026:

Member Companies of Global Aerospace, Inc.  
 Mitsui Sumitomo Insurance Company of America: NAIC # 20362  
 Tokio Marine America Insurance Company: NAIC # 10945  
 Great Lakes Insurance SE: AIIN # AA1340043  
 Mapfre Espana, Compania De Seguros Y Reaseguros, S.A. : AIIN # AA1840044  
 National Fire & Marine Insurance Company: NAIC # 20079

Policy No. 287545/24

American International Group UK Limited  
 Policy No. B0507AE2400033  
 NAIC #

Starr Indemnity and Liability  
 Policy Number: 1000189202-05  
 NAIC #38318

Endurance Insurance Company, Inc.  
 Policy No. NQF6063448  
 NAIC #10641

Allianz Global Risks US Insurance Company  
 Policy No. A1PR000561024AM  
 NAIC #35300

The insurance is provided by separate insurers. The liability of these insurers is several and not joint. Broward County is an Additional insured on a primary and non-contributory basis with respect to General Liability and Auto Liability only when required by written contract or agreement subject to terms, conditions, and exclusions. 30 days notice of cancellation is provided to the certificate holder as required by written contract with respect to policies listed above as per terms and conditions in policy.

**ADDITIONAL INSURED – DESIGNATED PERSON OR ORGANIZATION**

In consideration of the premium paid for this policy, it is agreed that:

1. SECTION II – WHO IS AN INSURED is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for ***bodily injury, property damage or personal injury*** and ***advertising injury*** caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:
  - A. In the performance of your ongoing operations; or
  - B. In connection with your ***aviation operations***.
2. Coverage afforded under Paragraph 1. above does not apply to any claim or liability arising out of the use of any ***aviation product*** manufactured, sold, handled or distributed by the below Additional insured.

SCHEDULE

Name of Additional insured Person(s) or Organization(s):

As required by written contract;  
as held on file with Global Aerospace, Inc.

Contracts executed prior to the inception date of this policy are covered hereunder.

**ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.**

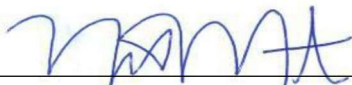
This endorsement is effective: November 1, 2025

Attached to and forming part of Aviation General Liability Insurance FORM CAS-25 of Policy No. 287545/25 of the Company.

Issued to: CAS Holdings, Inc.  
**GLOBAL AEROSPACE, INC.**

Endorsement No. TBD

BY: \_\_\_\_\_



## PRIMARY AND NON-CONTRIBUTORY

In consideration of the premium paid for this policy, it is agreed that only to the extent as stated within a written contract between the Named Insured and party(ies) as stated in the Schedule, coverage hereunder is primary and non-contributory with any insurance, co-insurance, or self insurance maintained by those party(ies):

### SCHEDULE

As required by written contract executed prior to the *occurrence* as per schedule held on file with Global Aerospace, Inc. Contracts executed prior to the inception date of this policy are covered hereunder.

### ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.

This endorsement is effective: November 1, 2025

Attached to and forming part of Aviation General Liability Insurance FORM CAS-25 of Policy No. 287545/25 of the Company.

Issued to: CAS Holdings, Inc.  
**GLOBAL AEROSPACE, INC.**

Endorsement No. TBD

BY: \_\_\_\_\_



## LITIGATION HISTORY

- A. Vendor is required to disclose to the County all “material” cases during the last three (3) years prior to the solicitation response end date, whether such cases were brought by or against the Vendor, any parent or subsidiary of the Vendor, or any predecessor organization.
- B. Additionally, the Vendor is required to disclose to the County all “material” cases against any principal of Vendor, regardless of whether the principal was associated with Vendor at the time of the “material” cases against the principal, during the last three (3) years prior to the solicitation response.
- C. A “case” means any filed, pending, or resolved litigation, arbitration, or administrative proceeding.
- D. A case is considered “material” if it relates, in whole or in part, to any of the following:
  - 1. A similar type of work that the Vendor is seeking to perform for the County under the current solicitation;
  - 2. An allegation of fraud, negligence, error or omissions, or malpractice against the Vendor or any of its principals or agents who would be performing work under the current solicitation;
  - 3. A vendor’s default, termination, suspension, failure to perform, or improper performance in connection with any contract;
  - 4. The financial condition of the Vendor, including any bankruptcy petition (voluntary and involuntary) or receivership; or
  - 5. A criminal proceeding or hearing concerning business-related offenses in which the Vendor or its principals (including officers) were/are defendants.
- E. For each material case, the Vendor is required to provide all information identified in the **Litigation History Form**. Additionally, the Vendor shall provide a copy of any judgment or settlement of any material case during the last three (3) years prior to the solicitation response. Redactions of any confidential portions of the settlement agreement are only permitted upon a certification by the Vendor that all redactions are required under the express terms of a pre-existing confidentiality agreement or provision.
- F. The County will consider the Vendor’s litigation history information in its review and determination of responsibility.
- G. If the Vendor is a joint venture, the information provided must encompass the joint venture and each of the entities forming the joint venture.
- H. Vendor is required to disclose to the County any and all cases(s) that exist between the County and any of the Vendor’s subcontractors/subconsultants proposed to work on this project during the last five (5) years prior to the solicitation response.
- I. Failure to disclose any material case, including all requested information in connection with each such case, as well as failure to disclose the Vendor’s subcontractors/subconsultants litigation history against the County, may result in the Vendor being deemed nonresponsive.

## LITIGATION HISTORY FORM

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

There are no material cases for this Vendor; or

Material Case(s) are disclosed below:

Is this for a: (check type)

- Parent Company
- Subsidiary
- Predecessor Firm
- None of the above

If Yes: Name of Parent Subsidiary/Predecessor: Click or tap here to enter text.

Vendor is Plaintiff  Vendor is Defendant

Case Number: Click or tap here to enter text.

Case Name: Click or tap here to enter text.

Date Filed: Click or tap here to enter text.

Name of Court or other Tribunal: Click or tap here to enter text.

Type of Case: Bankruptcy  Civil  Criminal  Administrative/Regulatory

Claim or Cause of Action and Brief description of each Count: Click or tap here to enter text.

Brief Description of the Subject Matter and Project Involved: Click or tap here to enter text.

Disposition of Case: Pending  Settled  Dismissed

Judgment: Vendor's Favor  Against Vendor

If Judgment is against, is Judgment Satisfied? Yes:  No:

Attach copy of any applicable Judgment, Settlement Agreement, and Satisfaction of Judgement.

Opposing Counsel Name: Click or tap here to enter text.

Opposing Counsel email: Click or tap here to enter text.

Opposing Counsel Phone: Click or tap here to enter text.

**Vendor Name:** Covenant Aviation Security, LLC

## 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: None  
Subcontracted Firm's Address: N/A  
Subcontracted Firm's Telephone Number: N/A  
Contact Person's Name and Position: N/A  
Contact Person's E-mail: N/A  
Type of Work/Supplies Provided: N/A
- 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.  
Contact Person's E-mail: Click or tap here to enter text.  
Type of Work/Supplies Provided: Click or tap here to enter text.

## SUBCONTRACTORS/SUBCONSULTANTS/SUPPLIERS REQUIREMENT

3. 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.  
Contact Person's E-mail: Click or tap here to enter text.  
Type of Work/Supplies Provided: Click or tap here to enter text.
  
4. 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.  
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:** Covenant Aviation Security, LLC

Signature: 

Printed Name: Timothy P. O'Connell

Title: Chief Financial Officer

Date: October 16, 2025

**AGREEMENT EXCEPTIONS**  
**REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, REQUEST FOR LETTER OF INTEREST**

The completed form should be submitted with the solicitation response. If not submitted with solicitation response, it shall be deemed an affirmation by the Vendor that it accepts contract terms and conditions stated in the solicitation.

The Vendor must provide on the form below any and all exceptions it takes to the contract terms and conditions stated in the solicitation, including all proposed modifications to the contract terms and conditions or proposed additional terms and conditions. Additionally, a brief justification specifically addressing each provision to which an exception is taken should be provided.

- The Vendor takes no exceptions to the contract terms and conditions stated in the solicitation.
- The Vendor takes the following exceptions to the contract terms and conditions stated in the solicitation: (use additional forms as needed; separately identify each article/section number)

<b>Term or Condition Article / Section</b>	<b>Insert proposed modifications to the contract terms and conditions or proposed additional terms and conditions</b>	<b>Provide brief justification for proposed modifications</b>
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

**Vendor Name: Covenant Aviation Security, LLC**

*Form Date 9/9/24*

## DOMESTIC PARTNERSHIP ACT CERTIFICATION

### REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST

Refer to applicable section below. Failure to submit this form by stated timeframes may deem the Vendor nonresponsive to the solicitation or ineligible for the Domestic Partnership tiebreaker, as applicable.

#### **Domestic Partnership Responsiveness Requirement** (Refer to Instructions to Vendors, if applicable)

This completed and signed form should be returned with the Vendor's submittal. If not provided with the submittal, the Vendor must submit this form within three business days after County's request. A Vendor shall be deemed non-responsive for failure to fully comply within stated timeframes.

#### **Domestic Partnership Tiebreaker** (Refer to Instructions to Vendors, if applicable)

To be eligible for the Domestic Partnership tiebreaker, **the Vendor must currently offer the Domestic Partnership benefit and the completed form must be returned at the time of solicitation submittal.** Vendors who fail to comply with this submittal deadline will not be eligible for the Domestic Partnership tiebreaker.

The [Domestic Partnership Act, Sections 16½- 150 through 16½-165](#), Broward County Code of Ordinances (the "Act") requires any Vendor contracting to provide goods or services to the County in an amount over \$100,000 to provide benefits to registered domestic partners of its employees on the same basis as the Vendor provides benefits to its employees' spouses, with certain exceptions as provided by the Act.

For all submittals over \$100,000, the Vendor, by virtue of the signature below, certifies that it is aware of the requirements of Broward County's Domestic Partnership Act, Section 16½-157, Broward County Code of Ordinances, and certifies the following: (check only one below)


- The Vendor currently complies with the requirements of the County's Domestic Partnership Act and provides benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses.
- The Vendor will comply with the requirements of the County's Domestic Partnership Act at time of contract award and provide benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses.
- The Vendor will not comply with the requirements of the County's Domestic Partnership Act at time of award.
- The Vendor does not need to comply with the requirements of the County's Domestic Partnership Act at time of award because the following exception(s) applies: (check only one below).
  - The Vendor employs less than five (5) employees.
  - The Vendor does not provide benefits to employees' spouses.
  - The Vendor is a governmental entity, not-for-profit corporation, or charitable organization.
  - The Vendor is a religious organization, association, society, or non-profit charitable or educational institution.

**DOMESTIC PARTNERSHIP ACT CERTIFICATION**

**REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

- The Vendor provides an employee the cash equivalent of benefits. (Attach a notarized affidavit in compliance with the Act stating the efforts taken to provide such benefits and the amount of the cash equivalent).
  
- The Vendor cannot comply with the provisions of the Domestic Partnership Act because it would violate the laws, rules or regulations of federal or state law or would violate or be inconsistent with the terms or conditions of a grant or contract with the United States or the State of Florida. (State the law, statute or regulation and attach explanation of its applicability).

**Vendor Name:** Covenant Aviation Security, LLC

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

Printed Name: Jim Brown

Title: Vice President of Human Resources

Date: October 16, 2025

**LOCATION CERTIFICATION  
REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

**To Be Eligible for Local Preference: (refer to Instructions to Vendors if applicable to the solicitation)**

The Vendor should submit this fully completed form and all Required Supporting Documentation (as indicated below) by solicitation end date. If not provided with submittal, the Vendor must submit within three business days after County's written request. Failure to submit required forms or information by stated timeframes may deem the Vendor ineligible for local preference or points for location.

**To be eligible for the 'Location' tiebreaker: (refer to Instructions to Vendors if applicable to the solicitation)**

The Vendor must submit this fully completed form *and* a copy of its Broward County local business tax receipt by solicitation end date. Vendors who fail to comply with this submittal deadline *will not* be eligible for the location tiebreaker.

Broward County [Code of Ordinances, Section 1-74](#), et seq., provides certain preferences to Local Businesses, Locally Based Businesses, and Locally Based Subsidiaries, and the [Broward County Procurement Code](#) provides location as the first tiebreaker criteria. The undersigned Vendor hereby certifies that (check the box for only one option below):

**Option 1:** The Vendor is a **Local Business**, but does not qualify as a Locally Based Business or a Locally Based Subsidiary, as each term is defined by Section 1-74, Broward County Code of Ordinances. The Vendor further certifies that:

- A. It has continuously maintained, for at least the one (1) year period immediately preceding the bid posting date (i.e., the date on which the solicitation was advertised),
  - i. a physical business address located within the limits of Broward County, listed on the Vendor's valid business tax receipt issued by Broward County (unless exempt from business tax receipt requirements),
  - ii. in an area zoned for the conduct of such business,
  - iii. that the Vendor owns or has the legal right to use, and
  - iv. from which the Vendor operates and performs on a day-to-day basis business that is a substantial component of the goods or services being offered to Broward County in connection with the applicable competitive solicitation (as so defined, the "Local Business Location").

If Option 1 selected, indicate **Local Business Location:**

Street Address: [Click or tap here to enter text.](#)

City, State, Zip: [Click or tap here to enter text.](#)

**Option 2:** The Vendor is both a **Local Business** and a **Locally Based Business** as each term is defined by Section 1-74, Broward County Code of Ordinances. The Vendor further certifies that:

- A. The Vendor has continuously maintained, for at least the one (1) year period immediately preceding the bid posting date (i.e., the date on which the solicitation was advertised),
  - i. a physical business address located within the limits of Broward County, listed on the Vendor's valid business tax receipt issued by Broward County (unless exempt from business tax receipt requirements),
  - ii. in an area zoned for the conduct of such business,
  - iii. that the Vendor owns or has the legal right to use, and
  - iv. from which the Vendor operates and performs on a day-to-day basis business that is a substantial component of the goods or services being offered to Broward County in connection with the applicable competitive solicitation as so defined, the "Local Business Location").
- B. The Local Business Location is the primary business address of the majority of the Vendor's employees as of the bid posting date, and/or the majority of the work under the solicitation, if

**LOCATION CERTIFICATION**  
**REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

awarded to the Vendor, will be performed by employees of the Vendor whose primary business address is the Local Business Location;

- C. The Vendor's management directs, controls, and coordinates all or substantially all of the day-to-day activities of the entity (such as marketing, finance, accounting, human resources, payroll, and operations) from the Local Business Location;
- D. The Vendor has not claimed any other location as its principal place of business within the one (1) year period immediately preceding the bid posting date; and
- E. Less than fifty percent (50%) of the total equity interests in the business are owned, directly or indirectly, by one or more entities with a principal place of business located outside of Broward County. The Vendor certifies that the total equity interests in the owned, directly or indirectly, by one or more entities with a principal place of business Vendor located outside of Broward County is \_\_\_ %.

If Option 2 selected, indicate **Local Business Location**:

Street Address: [Click or tap here to enter text.](#)

City, State, Zip: [Click or tap here to enter text.](#)

**Option 3:** The Vendor is both a **Local Business** and a **Locally Based Subsidiary** as each term is defined by Section 1-74, Broward County Code of Ordinances. The Vendor further certifies that:

- A. The Vendor has continuously maintained:
  - i. for at least the one (1) year period immediately preceding the bid posting date(i.e., the date on which the solicitation was advertised),
  - ii. a physical business address located within the limits of Broward County, listed on the Vendor's valid business tax receipt issued by Broward County (unless exempt from business tax receipt requirements),
  - iii. in an area zoned for the conduct of such business,
  - iv. that the Vendor owns or has the legal right to use, and
  - v. from which the Vendor operates and performs on a day-to-day basis business that is a substantial component of the goods or services being offered to Broward County in connection with the applicable competitive solicitation (as so defined, the "Local Business Location").
- B. The Local Business Location is the primary business address of the majority of the Vendor's employees as of the bid posting date, and/or the majority of the work under the solicitation, if awarded to the Vendor, will be performed by employees of the Vendor whose primary business address is the Local Business Location;
- C. The Vendor's management directs, controls, and coordinates all or substantially all of the day-to-day activities of the entity (such as marketing, finance, accounting, human resources, payroll, and operations) from the Local Business Location;
- D. The Vendor has not claimed any other location as its principal place of business within the one (1) year period immediately preceding the bid posting date; and
- E. At least fifty percent (50%) of the total equity interests in the business are owned, directly or indirectly, by one or more entities with a principal place of business located outside of Broward County. The Vendor certifies that the total equity interests in the Vendor owned, directly or indirectly, by one or more entities with a principal place of business located outside of Broward County is \_\_\_\_%.

If Option 3 selected, indicate **Local Business Location**:

Street Address: [Click or tap here to enter text.](#)

City, State, Zip: [Click or tap here to enter text.](#)

**LOCATION CERTIFICATION  
REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

**Option 4:** The Vendor is a **joint venture** composed of one or more Local Businesses, Locally Based Businesses, or Locally Based Subsidiaries, as each term is defined by Section 1-74, Broward County Code of Ordinances. Fill in blanks with percentage equity interest or list "N/A" if section does not apply. The Vendor further certifies that:

- A. The proportion of equity interests in the joint venture owned by **Local Business(es)** (each Local Business must comply with all of the requirements stated in Option 1) is \_\_\_\_\_% of the total equity interests in the joint venture; and/or
- B. The proportion of equity interests in the joint venture owned by **Locally Based Business(es)** (each Locally Based Business must comply with all of the requirements stated in Option 2) is \_\_\_\_\_% of the total equity interests in the joint venture; and/or
- C. The proportion of equity interests in the joint venture owned by **Locally Based Subsidiary(ies)** (each Locally Based Subsidiary must comply with all of the requirements stated in Option 3) is \_\_\_\_\_% of the total equity interests in the joint venture.

If Option 4 selected, indicate the Local Business Location(s) on separate sheet.

**Option 5:** Vendor is not a Local Business, a Locally Based Business, or a Locally Based Subsidiary, as each term is defined by Section 1-74, Broward County Code of Ordinances.

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**Required Supporting Documentation (in addition to this form):**

**Option 1 or 2 (Local Business or Locally Based Business)**

- 1. Broward County local business tax receipt.

**Option 3 (Locally Based Subsidiary)**

- 1. Broward County local business tax receipt.
- 2. Documentation identifying the Vendor's vertical corporate organization and names of parent entities.

**Option 4 (joint venture** composed of one or more Local Business(es), Locally Based Business(es), or Locally Based Subsidiary(ies):

- 1. Broward County local business tax receipt(s) for each Local Business(es), Locally Based Business(es), and/or Locally Based Subsidiary(ies).
- 2. Executed joint venture agreement if the Vendor is a joint venture.
- 3. If joint venture is comprised of one or more Locally Based Subsidiary(ies), submit documentation identifying the vertical corporate organization and parent entities name(s) of each Locally Based Subsidiary.

If requested by County (any option):

- 1. Written proof of the Vendor's ownership or right to use the real property at the Local Business Location.
- 2. Additional documentation relating to the parent entities of the Vendor.
- 3. Additional documentation demonstrating the applicable percentage of equity interests in the joint venture, if not shown in the joint venture agreement.
- 4. Any other documentation requested by County regarding the location from which the activities of the Vendor are directed, controlled, and coordinated.

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By submitting this form, the Vendor certifies that if awarded a contract, it is the intent of the Vendor to remain at the Local Business Locations listed above, if any (or another qualifying Local Business Location within Broward County), for the duration of the contract term, including any renewals or extensions.

**LOCATION CERTIFICATION  
REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

**True and Correct Attestations:**

Any misleading, inaccurate, or false information or documentation submitted by any party affiliated with this procurement may lead to suspension and/or debarment from doing business with Broward County as authorized by the Broward County Procurement Code. The Vendor understands that, if after contract award, the County learns that any of the information provided by the Vendor on this form was false, and the County determines, upon investigation, that the Vendor's provision of such false information was willful or intentional, the County may exercise any contractual right to terminate the contract. The provision of false or fraudulent information or documentation by a Vendor may subject the Vendor to civil and criminal penalties.

**Vendor Name:** Covenant Aviation Security, LLC

**Signature:** 

**Printed Name:** Timothy P. O'Connell

**Title:** CFO

**Date:** October 16, 2025

*Form Date 9/9/24*

## Vendor Reference Verification Forms

In accordance with the RFP requirements, we have included three (3) non-Broward County Board of County Commissioners' references using the provided Vendor Reference Verification Form. Please note that one of our reference organizations was only able to complete the portions of the form containing non-subjective, information. Several of our current clients are bound by internal policies that restrict them from providing detailed evaluations or qualitative feedback regarding vendor performance. Additionally, some references may be reluctant to provide rating information directly to us as their service provider.

We appreciate the opportunity to submit these references for consideration and trust they will assist in demonstrating our proven capability and commitment to quality service delivery.



## VENDOR REFERENCE VERIFICATION FORM (RFP/RLI/RFQ)

**Solicitation No. & Title: BLD2129654P1 – Security Guard Services for FLL and North Perry Airports**

Reference For (hereinafter, "Vendor"):	Covenant Aviation Security, LLC		
Reference Date:	09/29/25		
Organization/Firm Providing Reference:	City and County of Denver, Denver International Airport		
Contact Name:	John Smithwick		
Contact Title:	Senior Director of Airport Operations		
Contact Email:	<a href="mailto:John.Smithwick@flydenver.com">John.Smithwick@flydenver.com</a>		
Contact Phone:	303-342-4312		
Name of Referenced Project:	DEN Security Services – Regulatory Services Agreement		
Contract Number:	Contract No. 202159447-00		
Date Range of Services Provided:	Start Date: 07/22/22	End Date: 07/21/27	
Project Amount:	\$145,548,419.28		
Vendor's Role in Project:	<input checked="" type="checkbox"/> Prime	<input type="checkbox"/> Subconsultant/Subcontractor	
Would you use this Vendor again?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	

If you answered no to the question above, please specify below: (attach additional sheet if needed)  
 Click or tap here to enter text.

Description of services provided by Vendor, please specify below: (attach additional sheet if needed)  
 Covenant Aviation Security is contracted to provide approximately 350 security guards at DEN. The scope of work includes all regulatory posts including, but not limited to, vehicle entry gates, vendor inspections of products entering the sterile area, freight elevators, perimeter and concourse patrols, construction access, and other security requirements.

Please rate your experience with the referenced Vendor via checkbox:	Needs Improvement	Satisfactory	Excellent	Not Applicable
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<b>Vendor's Quality of Service:</b>				
Responsive:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accuracy:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Vendor's Organization:</b>				
Staff Expertise:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Professionalism:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Turnover:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Timeliness of:</b>				
Project:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Project completed within budget:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Cooperation with:</b>				
Your Firm:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Subcontractor(s)/Subconsultant(s):	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Regulatory Agency(ies):	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this 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 the Broward County Procurement Code.

**\*\*\*THE SECTION BELOW IS FOR COUNTY USE ONLY\*\*\***

Verified via: <input type="checkbox"/> Email <input type="checkbox"/> Verbal	Verified by: <input type="text" value="Click or tap here to enter text."/>	Division: <input type="text" value="Click or tap here to enter text."/>	Date: <input type="text" value="Click or tap here to enter text."/>
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**VENDOR REFERENCE VERIFICATION FORM (RFP/RLI/RFQ)**

**Solicitation No. & Title: BLD2129654P1 – Security Guard Services for FLL and North Perry Airports**

Reference For (hereinafter, "Vendor"):	Covenant Aviation Security		
Reference Date:	10/8/2025		
Organization/Firm Providing Reference:	Port of Portland		
Contact Name:	Ethan Barske		
Contact Title:	Sr. Manager, Aviation Security		
Contact Email:	Ethan.Barske@portofportland.com		
Contact Phone:	503-423-7065		
Name of Referenced Project:	Aviation Security Services Contract		
Contract Number:	1592		
Date Range of Services Provided:	Start Date: 6/1/2025	End Date: 5/30/2033	
Project Amount:	\$48M		
Vendor's Role in Project:	<input checked="" type="checkbox"/> Prime	<input type="checkbox"/> Subconsultant/Subcontractor	
Would you use this Vendor again?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	

If you answered no to the question above, please specify below: (attach additional sheet if needed)  
 Click or tap here to enter text.

Description of services provided by Vendor, please specify below: (attach additional sheet if needed)  
 Perform employee screening at randomly assigned access points to the Restricted Area; Staff vehicle security checkpoints on the airfield 24/7/365 to perform personnel identity verification and vehicle security screenings; Staff a terminal exit lane 24/7 to prevent counterflow and breaches of the Sterile Area; Staff access points to CBP FIS during international flight arrival operations; Conduct security patrols and audits throughout the PDX campus as assigned; Perform ad hoc security services as as assigned, such as staffing temporary access portals, providing escorts, or providing security staff in support of irregular operations or events.

Please rate your experience with the referenced Vendor via checkbox:	Needs Improvement	Satisfactory	Excellent	Not Applicable
<b>Vendor's Quality of Service:</b>				
Responsive:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accuracy:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Vendor's Organization:</b>				
Staff Expertise:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Professionalism:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Turnover:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Timeliness of:</b>				
Project:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Project completed within budget:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Cooperation with:</b>				
Your Firm:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Subcontractor(s)/Subconsultant(s):	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Regulatory Agency(ies):	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

*All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this 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 the Broward County Procurement Code.*

**\*\*\*THE SECTION BELOW IS FOR COUNTY USE ONLY\*\*\***

Verified via: <input type="checkbox"/> Email <input type="checkbox"/> Verbal	Verified by:	Click or tap here to enter text.	Division:	Click or tap here to enter text.
			Date:	Click or tap here to enter text.

Vendor Reference Verification Form – RFP/RFI/RFQ  
Form Date 4/1/25



**VENDOR REFERENCE VERIFICATION FORM (RFP/RLI/RFQ)**

**Solicitation No. & Title: BLD2129654P1 – Security Guard Services for FLL and North Perry Airports**

Reference For (hereinafter, "Vendor"):	Covenant Aviation Security, LLC		
Reference Date:	October 1, 2025		
Organization/Firm Providing Reference:	City of Phoenix – Aviation Department		
Contact Name:	Annie Sleeper		
Contact Title:	Contracts Specialist II*Lead		
Contact Email:	annie.sleeper@phoenix.gov		
Contact Phone:	602-273-4389		
Name of Referenced Project:	Aviation Security Guard Services – Regulatory - External		
Contract Number:	159472		
Date Range of Services Provided:	Start Date: January 1, 2024	End Date: December 31, 2029	
Project Amount:	\$14.5M		
Vendor's Role in Project:	<input checked="" type="checkbox"/> Prime	<input type="checkbox"/> Subconsultant/Subcontractor	
Would you use this Vendor again?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	

If you answered no to the question above, please specify below: (attach additional sheet if needed)  
 (Due to City policy, no subjective rating can be completed on this form – all scope and contract info is listed)

Description of services provided by Vendor, please specify below: (attach additional sheet if needed)  
 The vendor provides unarmed, uniformed security services and patrols at various posts for Phoenix Sky Harbor International Airport and its owned and maintained facilities. These posts are generally outdoor within and/or along the perimeter of the airports or any Aviation Department controlled off campus properties. The contract estimates 1336 weekly hours for security guards and 168 weekly hours for supervision.

The vendor's current contract (No. 159472) started on January 1, 2024 and is for an initial two years with three one-year options to extend. Previously, the vendor provided these services from January 1, 2019 – December 31, 2023 under Contract No. 149066.

Please rate your experience with the referenced Vendor via checkbox:	Needs Improvement	Satisfactory	Excellent	Not Applicable
<b>Vendor's Quality of Service:</b>				
Responsive:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accuracy:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Vendor's Organization:</b>				
Staff Expertise:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professionalism:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Turnover:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Timeliness of:</b>				
Project:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project completed within budget:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Cooperation with:</b>				
Your Firm:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Subcontractor(s)/Subconsultant(s):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regulatory Agency(ies):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this 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 the Broward County Procurement Code.

**\*\*\*THE SECTION BELOW IS FOR COUNTY USE ONLY\*\*\***

Verified via: <input type="checkbox"/> Email <input type="checkbox"/> Verbal	Verified by:	Click or tap here to enter text.	Division:	Click or tap here to enter text.
			Date:	Click or tap here to enter text.

Vendor Reference Verification Form – RFP/RLI/RFQ  
Form Date 4/1/25

**VOLUME OF PREVIOUS PAYMENTS ATTESTATION**

**REQUEST FOR PROPOSALS, REQUEST FOR QUALIFICATIONS, OR REQUEST FOR LETTERS OF INTEREST**

The completed form(s) should be returned with the Vendor’s submittal. If not provided with the submittal, Vendor must submit the form(s) within three business days after County’s request. Failure to timely submit this form and supporting documentation may affect the Vendor’s evaluation.

Points assigned for Volume of Previous Payments will be based on the amount paid-to-date by the Broward County Board of County Commissioners (County) to a prime Vendor **MINUS** the Vendor’s confirmed payments paid-to-date to approved certified County Business Enterprise (CBE) firms performing services as Vendor’s subcontractor/subconsultant to obtain the CBE goal commitment as confirmed by County’s Office of Economic and Small Business Development. Reporting must be within five (5) years of the current solicitation’s closing date.

Vendor must list all received payments paid-to-date by contract as a prime vendor from Broward County Board of County Commissioners. Reporting must be within five (5) years of the current solicitation’s closing date.

Vendor must also list all total confirmed payments paid-to-date by contract, to approved certified CBE firms utilized to obtain the contract’s CBE goal commitment. Reporting must be within five (5) years of the current solicitation’s closing date.

In accordance with Section [21.41\(h\)\(4\)](#) and [21.42\(d\)\(3\)](#) of the Broward County Procurement Code, the Vendor with the lowest dollar volume of payments previously paid by the County over a five-year period from the current solicitation’s closing date will receive the Tie Breaker.

**The Vendor attests to the following:**

Project Title	Contract No.	Department/Division	Date Awarded	Prime: Paid to Date	CBE: Paid to Date
N/A	N/A	N/A	N/A	N/A	N/A
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

Has the Vendor been a member/partner of a Joint Venture firm that was awarded a contract by the County?

Yes (if Yes, Vendor must submit a **Joint Venture Volume of Previous Payments Attestation.**)

No

**Vendor Name: Covenant Aviation Security, LLC**

Form Date 9/9/24

**VOLUME OF PREVIOUS PAYMENTS ATTESTATION**

**REQUEST FOR PROPOSALS, REQUEST FOR QUALIFICATIONS, OR REQUEST FOR LETTERS OF INTEREST**

**VOLUME OF PREVIOUS PAYMENTS ATTESTATION FORM FOR JOINT VENTURE**

The completed form(s) should be returned with the Vendor’s submittal. If not provided with the submittal, Vendor must submit the form(s) within three business days after County’s request. Failure to timely submit this form and supporting documentation may affect the Vendor’s evaluation.

If a Joint Venture, the payments paid-to-date by contract provided must encompass the Joint Venture and each of the entities forming the Joint Venture. Points assigned for Volume of Previous Payments will be based on the amount paid-to-date by contract to the Joint Venture firm **MINUS** all confirmed payments paid-to-date to approved certified CBE firms utilized to obtain the CBE goal commitment. Reporting must be within five (5) years of the current solicitation’s closing date. Amount will then be multiplied by the member firm’s equity percentage.

In accordance with Section 21.41(h)(4) and [21.42\(d\)\(3\)](#) of the Broward County Procurement Code, the Vendor with the lowest dollar volume of payments previously paid by the County over a five-year period from current solicitation’s closing date will receive the Tie Breaker.

**The Vendor attests to the following:**

Project Title	Contract No.	Department/ Division	Date Awarded	JV Equity Percent	Prime: Paid to Date	CBE: Paid to Date
N/A	N/A	N/A	N/A	N/A	N/A	N/A
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

Vendor is required to submit an executed Joint Venture agreement(s) and any amendments for each project listed above. Each agreement must be executed prior to the opening date of this solicitation.

**Vendor Name: Covenant Aviation Security, LLC**



November 7, 2025

Broward County Aviation Department (BCAD)  
Attn: FASD – Purchasing

Subject: Covenant Aviation Security Response to RFP BLD2129654P1, Security Guard Services for FLL and North Perry Airports

Dear Mr. Bryant and Members of the Evaluation Committee,

On behalf of Covenant Aviation Security, LLC (CAS), I am pleased to submit our proposal in response to Broward County’s Request for Proposals for Security Guard Services at Fort Lauderdale-Hollywood International (FLL) and North Perry (HWO) Airports.

With a specialized focus on aviation security, CAS has established a reputation for delivering tailored, high-quality security services designed to meet the unique operational, regulatory, and safety needs of airports. Unlike general security providers, CAS concentrates exclusively on the aviation sector, allowing us to develop unmatched expertise in protecting passengers, employees, airport facilities, and stakeholders.

Our security personnel are extensively trained in aviation-specific protocols, including access control, aviation worker screening, vehicle access gate control, sterile area and public area patrols, perimeter protection, traffic control, and emergency response. We also leverage advanced technology to support our operations, ensuring real-time monitoring, incident reporting, and swift communication across all levels of security personnel.

CAS is proud to hold both a SAFETY Act Designation and Certification from the U.S. Department of Homeland Security, a recognition that validates the proven effectiveness of our security systems in mitigating risk. Our Certification, tailored specifically for the airport environment and inclusive of Aviation Worker Screening (AWS), reflects our commitment to exceeding regulatory requirements and upholding the highest industry standards. This distinction also provides the County and Airport with full liability indemnification in the event of a SAFETY Act–covered incident, offering an added layer of protection that sets CAS apart from other providers.

Additionally, CAS has extensive experience implementing AWS programs. Drawing on over 20 years of experience screening millions of passengers and airport employees annually, we have successfully deployed AWS programs at SFO, DEN, MCO, OAK, and PDX. Our programs are designed to ensure full TSA compliance, operational efficiency, and the security and trust of airport stakeholders.

CAS is honored to be considered as your partner in securing FLL and HWO. We are committed to providing responsive, compliant, and high-quality security services tailored to the County’s and Airport’s specific operational requirements. We welcome the opportunity to discuss how CAS can support your mission and contribute to the continued safety and security of your airports.

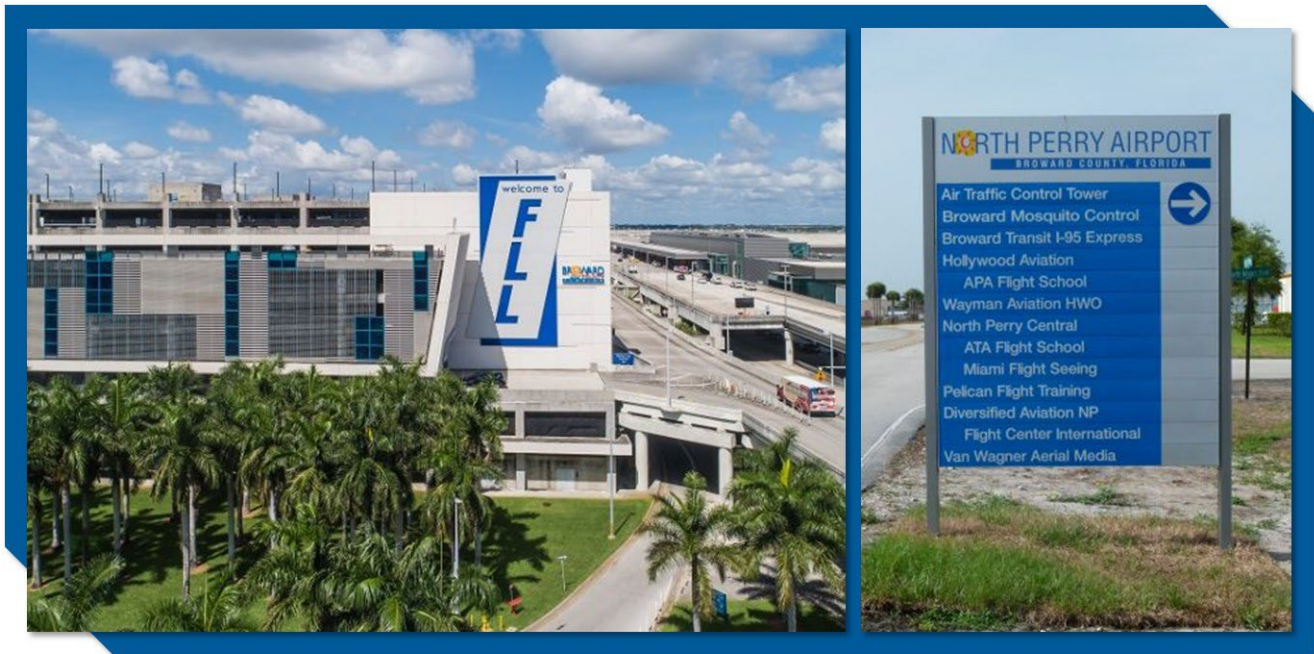
If you have any questions, please do not hesitate to contact me at 630-631-6602.

Very respectfully,

A handwritten signature in blue ink that reads "Michael Bolles".

Michael Bolles, President  
Covenant Aviation Security, LLC

# Covenant Aviation Security, LLC Proposal for Security Guard Services for Fort Lauderdale-Hollywood International (FLL) and North Perry (HWO) Airports



Fort Lauderdale-Hollywood International Airport (FLL)

North Perry Airport (HWO)

## Broward County Aviation Department (BCAD) RFP No. BLD2129654P1

**Response Due Date: November 7, 2025, 2:00 PM (EST)**

**Prepared for:** Broward County Aviation Department (BCAD)  
Attn: Karlene Grant (Primary), Mary Moss (Alternate)  
Project Manager: Nicholas Bryant, Contracts & Grants Administrator Senior

**Prepared by:** Covenant Aviation Security, LLC  
1112 W Boughton Rd., Suite 355  
Bolingbrook, IL 60440  
POC: Max Jacobson  
max.jacobson@covenantsecurity.com | (630)771-1116

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## 1. ABILITY OF PROFESSIONAL PERSONNEL

1.1. Describe the qualifications and relevant experience of the Project Manager, key staff, and subcontractors that are intended to be assigned to this project. Provide a summary of the following for the project manager, key staff, and subcontractors.

- a) Identify at least two (2) continuous years of relevant experience within the last five (5) years at a government-regulated airport
- b) Summary of their education, license(s), and certification(s)
- c) Resume of the project manager, and all key personnel
- d) Minimum qualifications and relevant experience of all subcontractor's key staff to be assigned to this project

### Qualifications and Experience

#### Key Personnel Qualifications

Covenant Aviation Security, LLC (CAS) recognizes the importance of staffing highly qualified, credentialed, and experienced personnel for all key management and operational positions under this contract. While the contract start date is approximately one (1) year from now and final candidates have not yet been retained, we have identified a pool of strong, experienced professionals who meet or exceed all qualifications and requirements outlined in the RFP and job descriptions.

Following an extensive recruiting and interview process, CAS has proactively identified and vetted prospective candidates who possess the experience and leadership capabilities necessary to ensure a seamless transition and full compliance with contract requirements.

Demonstrated relevant experience includes:

- ★ Administrative Oversight – Proficient in scheduling, attendance tracking, and payroll management.
- ★ Personnel & Performance Leadership – Skilled in recruitment, hiring, training, performance evaluation, and implementing corrective actions.
- ★ Security Program Management – Experienced in overseeing daily operations, maintaining client relationships, tracking key performance indicators (KPIs), and generating detailed reports.

Our site management teams are proven performers with leadership experience in highly regulated transportation security operations. In addition to meeting the qualification and skill set requirements outlined in the RFP Scope of Work, they are equipped with advanced skills and training, and have various backgrounds in military, law enforcement, security, and emergency management.

CAS has a proven record of success in staffing complex airport security contracts at federally regulated airports across the United States. For critical site management positions, we recruit and hire personnel well in advance of contract start, onboarding site project managers at existing CAS locations to undergo structured management orientation and operational training. This approach ensures each key leader is fully immersed in CAS procedures, quality control practices, reporting standards, and compliance programs prior to assuming responsibility at their assigned airport.

#### Project Manager

##### a) Experience and Qualifications

The selected Project Manager will have a minimum of four (4) years of law enforcement, military, or security supervisory experience or equivalent. This experience will include demonstrated leadership in staff management, contract compliance, coordination with state and local authorities and federal agencies, and familiarity with TSA and Customs and Border Protection (CBP) security requirements. In addition, the Project Manager will possess or obtain with one

year of contract start Airport Certified Employee (ACE) – Airport Security from the American Association of Airport Executives (AAAE).

**b) Education, Licenses, and Certifications**

- ★ Active Florida Class “D” Security Officer License for a minimum of two years
- ★ High school diploma or GED
- ★ Valid Florida Driver’s License
- ★ Successful completion of background screening
- ★ Medical clearance with drug testing
- ★ Honorable discharge from the military where applicable
- ★ Speak and write English

While CAS has identified a strong candidate to lead the CAS security team at FLL and North Perry Airports we recognize the value of established relationships, and the knowledge incumbent site leadership can bring. Based on the premise of proven performance to the satisfaction of Airport leadership, we welcome the opportunity to have the current project manager join our team should we be awarded the new contract. We will work closely with the Airport to ensure a smooth transition to the new contract while retaining top-performing members of the site security management team.

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*Prior to contract start, the selected Project Manager will undergo training with a current CAS-operated airport to ensure familiarity with CAS standards, reporting systems, and site management protocols.*

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**Operations Manager**

**a) Relevant Experience**

The Operations manager will have at least three (3) years of law enforcement, military, or security supervisory experience or equivalent, including experience managing personnel, monitoring post performance, and ensuring compliance with operational procedures at a government-regulated airport. In addition, the Operations Manager will possess or obtain with one year of contract start Airport Certified Employee (ACE) – Airport Security from the American Association of Airport Executives (AAAE).

**b) Education, Licenses, and Certifications**

- ★ Active Florida Class “D” Security Officer License for a minimum of two years
- ★ High school diploma or GED
- ★ Valid Florida Driver’s License
- ★ Successful completion of background screening
- ★ Medical clearance with drug testing
- ★ Honorable discharge from the military where applicable
- ★ Speak and write English

## Training Coordinator

### a) Relevant Experience

The Training Coordinator will possess at least two (2) years of verifiable teaching or training experience, preferably in airport or security environments, with demonstrated experience in developing and delivering security training programs in compliance with TSA and Airport Security Plan (ASP) requirements.

### b) Education, Licenses, and Certifications

- ★ Certified Protection Officer Instructor (CPOI) or Class “DI” Security Officer Instructor License
- ★ High school diploma or GED
- ★ Valid Florida driver’s license
- ★ Successful completion of background screening
- ★ Medical clearance with drug testing
- ★ Honorable discharge from the military where applicable
- ★ Speak and write English

## Local Office

CAS operates under a site-focused service model rather than a branch structure where multiple clients are supported from a single location. Our approach encompasses operational oversight, performance management, recruiting and staffing, training and development, technology integration, quality assurance, and reporting and is customized to align with the specific needs of each client site.

For the FLL/HWO Security Program, CAS will provide direct, on-site management led by an experienced leadership team responsible for daily operations, regulatory compliance, and performance accountability. This team will be supported by dedicated local administrative and operational personnel located near the airport to ensure timely responsiveness, operational continuity, and adherence to all contractual and federal security requirements. CAS’s Corporate team will provide additional strategic, administrative, and technical support as needed to reinforce local operations.

Based on CAS’s extensive experience managing airport security programs of similar scope and complexity, we have developed a comprehensive local support structure designed to effectively and efficiently manage an operation of this magnitude. The CAS–FLL/HWO Support Team will include:

- ★ Five Duty Managers to ensure full managerial coverage across all shifts, providing 24-hour operational oversight, seven days per week, 365 days per year.
- ★ Dedicated Human Resources personnel, including one HR Manager, two Recruiters, two Schedulers, and one Payroll Support Specialist, to ensure compliance with labor requirements, timely staffing, and accurate administrative processing.
- ★ A specialized Training and Quality Assurance function, consisting of five dedicated Trainers supporting the Training Coordinator, a Quality Assurance Supervisor, and a QA/Compliance Specialist. This team will ensure consistent application of CAS’s training standards, continuous quality improvement, and adherence to all applicable Transportation Security Administration (TSA), airport authority, and County regulations.

CAS recognizes that this level of dedicated local infrastructure represents a significant investment by the County. However, our experience has consistently demonstrated that enhanced local oversight and support, beyond standard managerial staffing, are essential to achieving sustained operational

excellence and compliance in security programs of this scale and complexity. The additional support is especially critical as BCAD's expansion will nearly double the size and operational demands of the existing security program.

**CAS Corporate Support.** The CAS-FLL/HWO onsite security team will be fully supported by the CAS Corporate team that has extensive experience supporting all aspects of our Aviation Security programs including Human Resources, Recruiting, Training, Quality Assurance, Safety, Risk Management, Information Technology, Payroll, and Accounting/ Finance. Our Corporate team will be ready to provide added support for such tasks as timely payroll and invoicing processes, targeted recruiting and hiring to increase headcount in response to staffing requirements, and added quality assurance oversight to ensure our personnel are meeting both CAS and FLL/HWO performance measures.

## Senior Management Oversight

Our management team brings deep expertise in administering and overseeing airport security and screening programs that fully comply with 49 CFR Parts 1542, 1544, 1546, and 1549. We have successfully supported Airport Authorities, airlines, and the TSA in maintaining regulatory compliance and operational excellence. Following is a list of CAS senior management personnel who will directly oversee contract execution, including their roles in operations and support.

**Michael Murray, CEO.** Mr. Murray will review the overall performance of the contract and provide input as needed as well as set performance goals for the CAS Team and review and approve all performance awards. He is highly regarded for his ability to effectively manage full P&L responsibilities for global corporations providing critical technology and service solutions to the Government and clients in the aerospace, aviation, automotive, high-end computing, industrial, military and petro-chemical markets. He holds a Bachelor of Science Degree in Physics from Bowling Green State University, has a Department of Defense Secret clearance and is TSA SSI-cleared.

**Michael Bolles, President.** Mr. Bolles will provide senior management oversight and ensure that appropriate CAS corporate resources are provided for the contract. Mr. Bolles has over 35 years of government and private security screening program management experience. He has a demonstrated record of success in executive leadership and management, project/program management, systems engineering/integration, and contract administration and is adept at improving organizational and financial performance. He will provide corporate oversight as needed through both transition and operational phases of the contract. Mr. Bolles' additional qualifications include AAAE-Certified in Aviation Security (ACE), Department of Defense Secret Clearance, TSA SSI-cleared, Presidential Management Fellow (Department of the Navy), and three master's degrees including National Security/Strategic Studies from the Naval War College. Mr. Bolles has significant experience with unionized workforces and ensuring labor harmony when transitioning unionized workforces; negotiating collective bargaining agreements; and working collaboratively with union representatives to resolve any disagreements.

**Robert Wheeler, VP of Commercial Operations.** Mr. Wheeler will provide top level oversight of the CAS-FLL/HWO security program. He will be directly responsible for CAS SAFETY Act implementation and compliance, development of the contract budget, KPIs, and operational metrics as well as leading client relations and labor relations and resolving escalated operational issues or concerns. An industry recognized expert on 49 CFR 1542 complaint Security Programs, Mr. Wheeler's experience includes providing leadership to an aviation security program portfolio of over 41 airports, including nine Cat. X, field operations oversight, training compliance, and response to regulatory authority investigations, and supporting the expansion of infrastructure operations. Mr. Wheeler has a B.S. in Criminal Justice Administration as well as an MBA in Project Management from Columbia Southern University. His industry leadership and association affiliations include Sector Chief (Transportation) – InfraGard, AAAE Committee Member, ACI-NA PS&S Elected Committee Member, National Panel Expert – Airports and Covid All Hazards Consortium (AHC), Speaker ASIS SW Conference-Emerging Threats in Aviation/Maritime, and PARAS Panels Participant National Safe Skies Alliance.

**Zach Hollenbach, VP of Quality Assurance & Training.** Mr. Hollenbach will provide support responsibilities related to quality assurance and training activities to ensure compliance to contract statement of work activities, company policies, and SAFETY Act requirements. Mr. Hollenbach has nearly 20 years of experience in aviation security covering airport security and screening programs for Airport Authorities, airlines, and the TSA. Additionally, he has successfully managed the transitions at four airport locations with experience on transition teams for other CAS locations. Mr. Hollenbach earned a B.S. in Criminal Justice from Sacramento State University and an MBA from San Francisco State University. Mr. Hollenbach's additional qualifications include AAAE-Certified in Aviation Security (ACE), Department of Defense Secret Clearance, and TSA SSI-cleared.

**Matt Pommerville, Senior Operations Manager.** Mr. Pommerville will provide direct oversight of the Project Manager, serving as the connection between the site operations and corporate support. He will coach, guide, and assist the Project Manager to ensure operations meet CAS performance standards, while coordinating with corporate functional teams to provide the necessary support to ensure successful site operations. Mr. Pommerville is a proven leader with more than ten years of hands-on security operations management experience including 49 CFR 1542 Aviation and 33 CFR 103/104/105 Maritime Security programs. He has successfully implemented numerous airport security operations processes and initiatives resulting in positive performance. He holds an MBA in Business Administration/Project Management and B.S. in Business Administration.

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*Detailed resumes for the CAS senior management team are included at the end of this section.*

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## Key Personnel

In accordance with the County's response to Question #60 (**Question:** *Would a job posting/resume of the qualifications we would seek in a candidate be sufficient at time of submittal? Or do all necessary personnel need to be in place and hired at time of submission?* **Response:** *Yes, a job posting /minimum qualifications and experience for candidates is sufficient if all necessary personnel is hired at time of solicitation's closing date.*), CAS is submitting representative job postings in lieu of specific resumes for key personnel positions.

Given the significant timeline between the proposal submission date (November 7, 2025) and the anticipated contract start date (October 1, 2026), we believe it would be premature and potentially misleading to present resumes for individuals who may not ultimately serve in these roles at contract commencement. Rather than including placeholder resumes, we have elected to provide detailed position descriptions and qualification requirements that accurately reflect the caliber of candidates we will recruit and assign.

CAS is fully committed to identifying and selecting the most qualified and capable individuals for all key site management positions. We have already initiated a targeted recruitment process and will continue these efforts to ensure we present the County and Airport with an exceptional leadership team. CAS will provide the Contract Security Services Administrator with the resumes and credentials of all appointed key personnel for review and approval.

Our recruitment strategy will emphasize candidates with extensive experience in airport security operations, compliance with TSA and local regulations, proven leadership abilities, and a strong record of performance in comparable environments. Our approach ensures the County receives the highest-quality management team, selected based on alignment with contract requirements, rather than preliminary or speculative assignments.

## CAS Job Postings for FLL/HWO Key Site Management Staff

### *Project Manager*

Covenant Aviation Security (CAS) is seeking a Security Program Manager in the Fort Lauderdale, FL area contingent upon contract award.

#### **Essential Functions:**

The successful candidate defines and oversees security operations through subordinate Supervisors, who direct the security workforce. This includes evaluating the programs supervised to ensure mission accomplishment and priorities; procedural policy and compliance; and technical competence. The Project Manager plans and organizes the most efficient use of resources to meet these requirements through development and analysis of employee work schedules.

The Project Manager performs the full range of both administrative and technical supervision. These include assigning work; planning and scheduling work; approving leave; assessing employee performance; making selections and promotions. Responsibilities also include hearing and resolving complaints from employees; taking disciplinary action; identifying training and developmental needs; improving quality and service performance; developing and being accountable for goals and objectives. The Project Manager also assists in developing budgets; directing major program segments; approving awards and other personnel actions; and making decisions on work problems and recommendations.

The successful candidate must respond to a very complex working environment including dealing directly with all levels of security management, Airport Authority, law enforcement, labor relations, Federal and State regulatory agencies, airline-contracted personnel, and local government officials.

#### **Minimum Qualifications:**

- Must be a US citizen, U. S. National or Lawful Permanent Resident.
- Must have a High school diploma or GED.
- Must have at least four (4) years of experience in law enforcement, in the military, or at a security firm as a supervisor, or equivalent title.
- Must have an active Florida Class “D” Security Officer license for a minimum of two years.
- Must have a valid State of Florida Driver’s license.
- Must have an honorable discharge from the military where applicable.
- Must be willing to submit to and pass a drug screen and background check.
- Must be able to communicate proficiently (both orally and in writing) in English.
- Must be able to perform all functions of the job with or without reasonable accommodation.

## ***Operations Manager***

The Operations Manager is responsible for providing supervisory oversight of security workforce, including assisting in the hiring, badging, administrative duties, and operational oversight of the security operations. This position will report to the Project Manager.

### **Essential Functions:**

- Be a resident expert on the Post Orders and ensure 100% compliance.
- Be knowledgeable of the terms and conditions of the contract.
- Monitor security workforce to meet Post Order requirements and contract terms and conditions.
- Assist Project Manager with various administrative duties to include assigning work; planning and scheduling work; assessing employee performance; making selections and promotions.
- Assist Project Manager in hearing and resolving complaints from employees; taking disciplinary action; identifying training and developmental needs; improving quality and service performance; developing and being accountable for goals and objectives.
- Assist in training security workforce using written procedures and safety rules, in order to increase job knowledge and expertise.
- Escalate any employee issue, or potential issue, to the Project Manager and to corporate Human Resources.
- Maintain employee files both hardcopy and in CAS HRIS: entering information, filing, audits, updating, and reorganization as needed.
- Prepare, update, and oversee successful implementation of security procedures for security workforce.
- Inspect, observe and evaluate security workforce's daily activities in order to monitor and communicate individuals' quality of work and overall performance as they progress.
- Supervise security workforce performance and take immediate and remedial action to correct deficiencies and discrepancies.
- Assist in monitoring scheduling to ensure appropriate staff on duty and accommodation of leave.

### **Minimum Qualifications:**

- Must have a high school diploma or GED.
- Must have at least three (3) years of experience in law enforcement, in the military, or at a security firm as a supervisor or equivalent title.
- Must have a valid State of Florida driver's license.
- U.S. Citizen, U.S. National, or Lawful Permanent Resident.
- Must have an active Florida Class "D" Security Officer license for a minimum of two years.
- Must have an honorable discharge from the military where applicable.
- Must be able to communicate proficiently (both orally and in writing) in English
- Must be able to perform all functions of the job with or without reasonable accommodation.
- Must be willing to submit to and pass a drug screen and background check.
- Must be willing to comply with our Drug Free Workplace policy.
- Must be neat, well-groomed, and present a professional appearance.

## ***Training Coordinator***

The Training Coordinator is responsible for supervising the training efforts of the security workforce. Responsibilities include overseeing a team of trainers to implement the Covenant training program as designed and documenting training efforts.

### **Essential Functions:**

- Lead team of trainers to implement the Covenant training program as designed.
- Assess trainer effectiveness and provide constructive feedback to enhance training delivery and methods.
- Assess training material on defined intervals and recommend improvement opportunities. Work with Corporate Training Manager to implement upon approval.
- Participate in trainer evaluations and hiring of additional training staff.
- Through subordinate trainers, ensure the following activities are completed:
  - Coordinate, conduct, and document training activities.
  - Develop training material in response to policy and procedure changes.
  - Conduct routine workforce audits to assess workforce performance to Covenant and client performance expectations. Provide corrective action as required.
  - Communicate with various company departments to coordinate actions.
  - Remain current on applicable policies and directives to ensure up to date training of workforce.
  - Work all security posts as assigned and to remain proficient in security procedures.

### **Minimum Qualifications:**

- Must be at least 18 years old.
- U.S. Citizen, U.S. National, or Lawful Permanent Resident.
- Must have a valid Florida Driver's License.
- Must possess a high school diploma or GED.
- Must have or be able to obtain a Certified Protection Officer Instructor (CPOI) or Class "DI" Security Officer Instructor License.
- Must have at least two (2) years of verifiable teaching or training experience.
- Must have an honorable discharge from the military where applicable.
- Ability to speak, read, write legibly, and understand English.
- Must be willing to submit to and pass a drug screen and background check.
- Must be willing to comply with our Drug Free Workplace policy.
- Must be neat, well-groomed, and present a professional appearance.

## CAS Leadership Team Resumes

### Michael P. Murray CEO

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#### Professional Background

- Highly experienced professional with extensive expertise spanning the fields of global general management, executive leadership, sales and marketing, and engineering as part of multi- billion-dollar corporations and large privately held enterprises.
- A demonstrated record of operational excellence, capable of revitalizing and turning around underperforming businesses to outperform competition within a short timeframe, delivering outstanding growth in revenue and profit.
- Well-versed in envisioning, developing, and deploying innovative and sound business strategies designed to differentiate, control expenses, manage margins, and achieve sustained profitability.
- Highly regarded for the ability to effectively manage full P&L responsibilities for global corporations providing critical technology and services solutions to the Government and clients in the Aerospace, Aviation, Automotive, High-end Computing, Industrial, Military and Petro- Chemical markets.

#### Executive Management Competencies

Strategy & Business Growth	Financial Analysis/Reporting	Full P&L Responsibility
Client Satisfaction & Service	Acquisitions/Divestitures	New Product Development
Business Performance Metrics	Change Management	Global Sales/Marketing
Continuous Improvement	Strategic Planning	Organizational Restructuring

#### Relevant Experience

##### Chief Executive Officer, 2012-Present

##### Covenant Aviation Security, LLC, Covenant Services Worldwide, LLC

In the role of CEO for each of the Covenant companies, responsible for full P&L, as well as envisioning, developing and deploying innovative and sound business strategy designed to differentiate the companies from competition while fostering sustained revenue growth and profitability. Ensuring that appropriate resources are dedicated to key projects with a focus on continuous business and customer satisfaction improvement, all the while establishing key management relationships with top-tier customers.

##### Similar Projects under Covenant Aviation Security, LLC as CEO

Transportation Security Administration, Screening Partnership Program  
City and County of Denver, Denver International Airport (DEN)  
City of Phoenix, Phoenix Sky Harbor International Airport (PHX)  
Greater Orlando Aviation Authority, Orlando International Airport (MCO)

#### Education

Bowling Green State University, Bowling Green, Ohio Bachelor of Science Degree in Physics

## Michael Bolles, ACE President

### Professional Background

Demonstrated record of successful executive leadership and management, project/program management, systems engineering/integration, and contract administration. Adept at improving organizational and financial performance. Proficient in designing, implementing, and managing contemporary decision-support systems for Fortune 200 companies.

### Management Competencies

P/L Responsibility	Union Negotiation/Liaison	Human Resources Management
Strategic Planning	Proposal Development	Financial Management
Strategic Partnership	Contract Negotiations	Schedule/ Cost Simulation
Project/Program Management	Complex Project Scheduling	Risk Assessments/Risk Mitigation
Cost/Benefit Analysis	Root Cause Analysis	Collective Bargaining Strategies
Statistical Analysis	Setting Budget Priorities	Setting Performance Objectives

### Relevant Experience

#### **Covenant Aviation Security, LLC President (July 2012 – Present)**

**2003 – Present**

Responsible for all aspects of operating Covenant Aviation Security. Sets strategic direction and is responsible for all financial and operational performance. Full P/L responsibility. Took over the Presidency in a time when financial and operational performance were below Board of Directors and major client expectations. Turned financial and operational performance around within twelve months.

#### **Executive Vice President (2010 – 2012) and Senior Vice President (2003 – 2010)**

Responsible for managing all corporate planning and business services operations for a rapidly growing security firm specializing in Aviation Security operations. Programmatic lead for all government bids and proposals and transition from federal to privatized operational management. Responsible for management of all business operations to support privatized airport screening.

#### **Similar Projects under Covenant Aviation Security, LLC as President**

Transportation Security Administration, Screening Partnership Program  
City and County of Denver, Denver International Airport (DEN)  
City of Phoenix, Phoenix Sky Harbor International Airport (PHX)  
Greater Orlando Aviation Authority, Orlando International Airport (MCO)

### Education

Master's degree in Engineering Administration, Virginia Tech  
Master's equivalent in National Security and Strategic Studies, Naval War College  
Master's degree in Public Policy (full fellowship), University of Wisconsin  
Bachelor's degree (magna cum laude, Phi Beta Kappa), Beloit College

## Robert Wheeler, MBA, CPP, ACE Vice President of Commercial Operations

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### Professional Background

Industry recognized expert on 49 CFR 1542 complaint Security Programs. Top level oversight of government contract security management in aviation. Proven leader of local, regional, national, and international teams with focus on compliance, customer service, safety, and diversity.

### Management Competencies

Contract & Regulatory Compliance	Critical Infrastructure Operations	Proposal Development
Contingency Strategy & Planning	Client Relationship Management	Program Management
Program Transition/Implementation	Performance Management	Business Development

### Relevant Experience

#### Vice President of Commercial Operations Covenant Aviation Security, LLC

Direct responsibility for contract and regulatory compliance for all of CAS's commercial CAT X and CAT I security operations contracts. Responsible for CAS SAFETY Act implementation and compliance. Lead for client relations and resolving operational issues and concerns. Develops contract budgets, KPIs, and operational metrics. Responsible for labor relations.

#### Sr. VP, Airport Operations & Compliance Global Elite Group

Direct oversight of Regional Directors, General Managers, Project Managers, and associated supervisors supporting expansion of infrastructure operations.

#### VP, Operations – Aviation/Maritime Allied Universal Security – National Government Accounts

Provided leadership to aviation portfolio at over 41 airports, including nine Cat. X. Oversight of field operations, training compliance, and response to regulatory authority investigations.

### Industry Leadership & Associations

- Sector Chief (Transportation) – InfraGard (FBI Office of Private Sector)
- Committee Member – American Association of Airport Executives
- Elected Committee Member - Airports Council International, NA
- AHC (All Hazards Consortium) National Panel Expert – Airports and COVID
- Featured Article – Airports Magazine, Airport Operations
- Speaker ASIS SW Conference–Emerging Threats in Aviation/Maritime (Phoenix, AZ 2021)
- National Safe Skies Alliance PARAS panels participant
- AAEE (American Association of Airport Executives)
- ACI-NA (Airports Council International – North America)
- ALEAN (Airport Law Enforcement Agencies Network)
- FAC (Florida Airports Council)

### Education

Columbia Southern University, MBA – Project Management  
Columbia Southern University, B.S- Criminal Justice Administration, Cum Laude graduate

## Zachary Hollenbach, ACE Vice President of Quality Assurance & Training

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### Professional Background

Almost 20 years of experience in Aviation Security working both for the TSA and Covenant Aviation Security (CAS). At CAS since 2014, he has demonstrated corporate leadership as the Vice President of Quality Assurance and Training, ensuring CAS complies with contract terms and conditions and overseeing CAS's compliance to our DHS SAFETY Act program elements.

### Management Competencies

Aviation Security Programs	Contract Management	Root Cause Analysis
Regulatory Compliance	Contract Transition	Training Development
Post Orders and Procedures	Quality Assurance	Training Implementation

### Relevant Experience

#### **VP of Quality Assurance and Training Director of Quality Assurance and Training (2014 – 2023) Covenant Aviation Security, LLC**

Primary responsibility is for ensuring that all CAS contract operations comply with both the contract terms and conditions and all CAS SAFETY Act program elements. Responsible for the development, maintenance, and implementation of CAS service products, including training curriculum, CAS QA and SAFETY Act policies and policy reviews. Oversee the development of new service technologies, whether hardware, software, or additional service products to improve the overall security and screening operations.

#### **Similar Projects under Covenant Aviation Security, LLC as Director of QA and Training**

Transportation Security Administration, Screening Partnership Program (TSA SPP)  
City of Oakland, Oakland International Airport (OAK)  
Port of Portland, Portland International Airport (PDX)  
City of and County of San Francisco, San Francisco International Airport (SFO)

#### **Transportation Security Manager (2010 – 2014) Transportation Security Administration**

Managed Coordination Center, the communication and information hub for the San Francisco TSA multi-modal security workforce. Technical consultant for the Federal Security Director (FSD) and subordinate managers on all issues involving Coordination Center functions. Served as the FSD Designee while on duty to respond to all security related events, stakeholder concerns, passenger issues, and any other event requiring TSA response. Managed and directed all activities during security incidents to ensure proper resolution and accurate reporting.

### Education

Master of Business Administration, San Francisco State University, 2012  
Bachelor of Science in Criminal Justice, Sacramento State University, 2006  
American Association of Airport Executives, Airport Certified Employee (ACE) – Security

## Matthew Pommerville, MBA, ACE, FSO Senior Operations Manager

### Professional Background

Proven leader with over a decade of security experience in critical infrastructure security programs including title 33 and title 49. Primary security leadership for multiple companies and projects over the past 10+ years. Successful record of developing and implementing effective recruitment, staffing, scheduling, training, and performance evaluation processes for security operations.

### Management Competencies

Critical Infrastructure Operations	Contract & Regulatory Compliance	Training & Development
Cross-functional Team Management	Client Relationship Management	Project Management
Process Development/Implementation	Performance Management	Issue Resolution

### Relevant Experience

#### Senior Operations Manager Covenant Aviation Security, LLC

Site leadership's primary point of contact for complex issues at CAS's commercial CAT X and CAT I commercial security operations contracts. Directly assists and provides guidance to site leadership in all aspects of operations including HR, payroll, recruitment, and retention.

#### Station Manager Global Elite Group

Primary local security leadership for Global Elite Group operating under title 49, 1542. Provided main leadership for external security, internal security, and employee screening procedures. Revamped new hire pipeline to allow easier access to guard cards, airport badging, initial training, and HR initiatives.

#### Facility Security Officer (FSO) Port of Galveston for Carnival Cruise Lines

Provided primary leadership and provided strategic direction for facility security operations at the Port of Galveston. Ensured strict adherence to compliance requirements set forth by the Maritime Transportation Security Act (MTSA), Title 33, Parts 103, 104, and 105.

### Education

Columbia Southern University, MBA – Business Administration/ Project Management  
Columbia Southern University, B.S- Business Administration, Magna Cum Laude

### Military Service

U.S. Marine Corps, Active Duty (2009-2014)

## Subcontractor Qualifications and Experience

CAS conducted a comprehensive and inclusive outreach process to identify the most qualified County Business Enterprise (CBE) partner(s) to support the Broward County Security Guard Services contract for Fort Lauderdale-Hollywood International Airport (FLL) and North Perry Airport (HWO). In alignment with the RFP requirements, CAS engaged nearly all of the firms listed in the Broward County Office of Economic and Small Business Development (OESBD) directory under NAICS 561612 – Security Guards and Patrol Services.

After an extensive evaluation of qualifications, operational capacity, and prior performance, CAS proposes Infinity Protection, Inc. as our CBE subcontractor for this project. Headquartered in Central Florida, Infinity Protection is a well-established provider of professional security services to government, commercial, and institutional clients throughout the state. Their portfolio includes high-profile assignments across critical infrastructure, educational institutions, and Class A commercial properties.

Infinity Protection currently employs approximately 60 security professionals within the Broward County area and maintains a statewide roster of approximately 140 licensed “Class D” officers, ensuring a deep bench of qualified personnel to support continuity of operations at FLL and HWO. We are committed to supporting and guiding their continued growth to meet the expanded scope of this program with nearly 100 subcontracted officers and to ensure a seamless, fully staffed, and compliant transition under the new contract.

A key strength of this partnership is that Infinity Protection is currently one of the CBE subcontractors providing security services at Fort Lauderdale-Hollywood International Airport under the existing contracts. This existing presence offers significant advantages, including continuity of service, established relationships, and in-depth operational knowledge of the Airport and its security program.

Through this partnership, CAS and Infinity Protection will combine national management expertise with local operational experience to deliver a reliable, compliant, and high-quality security program tailored to the needs of Broward County Aviation Department.



## SUBCONTRACTOR PERSONNEL

CAS will ensure that all subcontractors meet or exceed the following minimum qualifications:

- ★ At least two (2) years of relevant experience within the past five (5) years supporting security operations at a government-regulated airport.
- ★ Possession of all required state and federal licenses and certifications applicable to their service area.
- ★ Documented compliance with TSA 49 CFR Part 1542 requirements and airport authority standards.
- ★ Proven ability to collaborate effectively with airport management, regulatory personnel, and security staff.

All subcontractor key personnel shall be vetted through the same internal selection, onboarding, and quality control processes used for direct employees, maintaining consistent standards of professionalism and performance across all contract functions.

## 2. PROJECT APPROACH

*2.1. Describe the Prime Vendor's approach to the project including how subcontractors will be used in the project. Detailed specific information that clearly and fully illustrates the Vendor's understanding of the requirements, and the inherent risks associated with General Security Guard Services for Fort Lauderdale and North Perry Airports as described in the Specifications and Requirements.*

### Overall Approach

Our approach to planning and managing the Security Guard Services scope of work for Fort Lauderdale-Hollywood International and North Perry Airports is based on the following key factors— 1) a clear understanding of the contract, 2) effective staffing and training, 3) active CAS site leadership and performance oversight, 4) a fully staffed dedicated support office to ensure CAS has the resources to meet performance expectations and 5) continuous, open communication with the County and Airport.

CAS recognizes the complex requirements and inherent risks associated with providing General Security Guard Services at both Fort Lauderdale-Hollywood International Airport (FLL) and North Perry Airport (HWO). We are fully aware of the heightened security concerns and expectations of Broward County following the January 2017 active shooter incident at FLL, an event that has influenced current airport security postures and response strategies nationwide.

Over the past eight years, CAS has actively participated in airport industry panels and discussions focused on the After-Action Review findings from that incident, incorporating real-world lessons learned and best practices into our operational framework. These engagements have reinforced our understanding that critical transportation hubs such as FLL and HWO demand a responsive, compliant, and resilient security posture to meet the operational, regulatory, and customer service standards outlined in the RFP. We have conducted a thorough review of the RFP specifications and integrated their operational and risk implications into our proposal. Our approach is designed to ensure uninterrupted, high-quality service delivery that aligns with TSA regulations, Broward County Aviation Department (BCAD) policies, and best practices in airport security.

- ★ **Staffing and Retention.** High turnover and under-trained staff can undermine the effectiveness and safety of security operations, especially in regulated environments such as Category X airports like FLL. CAS prioritizes recruitment, training, and retention of skilled personnel. We offer competitive wages, benefits, clear career pathways, and ongoing professional development. Our employee engagement programs, and performance-based incentives contribute to above-industry-average retention rates.
- ★ **Training and Quality Assurance.** To ensure compliance with established security policies and procedures and the demanding metrics of CAS's Quality Assurance Program, we employ a rigorous, multi-faceted program of continuous quality monitoring and performance improvement. Our approach to monitoring employee training, job knowledge, and performance uses time-proven controls and best practices gained from our extensive experience providing Aviation Security services and optimizing security performance. All security staff will be provided optimal training for the posts assigned prior to working independently with performance verified by supervisory staff. Performance assessments, both covert and overt, will be conducted to ensure compliance to standards and consistent achievement of FLL/HWO performance expectations.
- ★ **Security Team Stability.** Long-term team stability is critical to maintaining institutional knowledge, building effective relationships with airport stakeholders, and reducing risk exposure. CAS emphasizes team consistency through retention initiatives, cross-training, and leadership development programs. Our site-based management structure ensures that key personnel are fully embedded in the day-to-day operations of FLL and HWO, promoting long-term accountability and service excellence.

- ★ **Subcontractor Oversight.** We understand that maintaining consistent service quality across multiple vendors can be challenging. Misalignment in training, supervision, or communication can create compliance gaps or performance issues. All subcontractor employees will be fully vetted and contractually held to CAS's standards for training, certification, and performance. They will be directly integrated into our centralized command and supervision structure, ensuring seamless coordination, real-time communication, and consistently high-quality security services.
- ★ **Union Environment and Workforce Transition.** The FLL and HWO security officer workforce is unionized, and we recognize the importance of maintaining labor peace and continuity during contract transitions. CAS currently employs over 1,500 unionized personnel, more than 1,200 of whom are represented by SEIU. We are well-versed in Labor Peace Agreements, SEIU protocols, and federal successorship requirements. CAS has already initiated proactive communication with SEIU Local 32BJ and will ensure a smooth transition that supports workforce retention, respects existing labor agreements, and ensures uninterrupted operations.

CAS brings deep experience, operational discipline, and a proactive risk management framework tailored to the unique environment of Fort Lauderdale-Hollywood International Airport and North Perry Airport. Our approach ensures compliance, continuity, and a stable, professional security presence, all backed by strong leadership, proven transition strategies, and an unwavering commitment to excellence in aviation security services.

### ***County Business Enterprise (CBE) Subcontractor***

CAS recognizes and supports Broward County's commitment to support the growth and sustainability of Broward County's business community through the County Business Enterprise (CBE) program. We fully understand the importance of meeting the Office of Economic and Small Business Development (OESBD) CBE participation goal of 25% outlined in the solicitation. We have multiple other airport contracts with similar Small Local Business Enterprise participation goals and are well experienced in what makes subcontracting successful. We undertook extensive vetting efforts to identify the best qualified CBE partners to perform the scope of services under the County's Security Guard Services contract for FLL and North Perry Airports.

After conducting initial outreach to all qualified CBE firms listed in the OESBD online directory, we held in-depth interviews with those expressing interest. For this contract opportunity, CAS proposes to partner with Infinity Protection, Inc.

As one of the incumbent CBE subcontractors at Fort Lauderdale-Hollywood International Airport, Infinity Protection brings firsthand knowledge of the Airport's security operations and requirements. This established presence allows for a smooth transition, immediate operational readiness, and sustained excellence in service delivery.

CAS anticipates subcontracting a portion of the security and screening services outlined in the Specifications and Requirements to include Security Services for terminal buildings, curbside, employee screening checkpoints, ad hoc requirements, and perimeter gates.

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*After we conduct a walk-down of the FLL/HWO sites with our proposed CBE Subcontractor, we will finalize the specific posts and hours assigned to them.*

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Subcontractor personnel will be seamlessly integrated into our work schedule and assigned to specific posts and times, with supervisory oversight provided by on duty CAS Supervisors and Management.

CAS continuously assesses subcontractor performance and looks for additional opportunities to subcontract to small businesses. We will continue this process if awarded this contract and commit to exploring further opportunities to partner with small businesses to provide high quality services.

**Experience Promoting Small Business.** CAS started out as a small business in 2002 and has since grown to a team of more than 2,200 valued employees providing security services at airports nationwide. Given our experience, we are passionate about helping small firms grow their business. We have firsthand knowledge of the struggles and enormous time and effort needed to grow a business from the ground up. We also understand the assistance we can provide to small businesses, not only in providing additional work, but mentoring them to improve their business acumen for future success. We have a long and successful history of providing this mentorship to multiple firms. CAS currently teams with small businesses on multiple contracts, including our sites in Denver, Orlando, Portland, and San Francisco. We understand the different compliance and reporting regulations for each client and local agency and continuously meet all subcontracting requirements. As a major federal contractor, CAS has an approved Small Business Subcontracting Plan and subcontracts significant work to small businesses. We currently partner with 20 small businesses in support of our TSA contract in San Francisco. We report this effort semi-annually to the federal government, and routinely exceed our small business utilization goals. The complete list is readily available upon request.

## Plans and Programs

2.2. Provide a detailed overview of the Vendor's plans and programs listed in Specifications and Requirements, 4. Plans and Manuals.

Contractor must provide all plans and manuals as described below. All plans, manuals, Post Orders, programs and job requirements must be kept current and on file with Contractor and Contract Security Services Administrator. A. At least thirty (30) days before the Commencement Date, or before such other date approved in writing by the Contract Security Services Administrator, Contractor shall provide all detailed plans, programs, and manuals to the Contract Security Services Administrator which shall include the following:

- 1) Transition Plan
- 2) Recruitment and Screening Program
- 3) Program Management Plan
- 4) Operations Plan
- 5) Staffing Contingency Plan
- 6) Quality Control Program
- 7) Training Program

CAS is committed to delivering high-quality, compliant, and reliable contract security services in alignment with the specifications outlined in the RFP. We understand the critical importance of maintaining up-to-date, detailed plans and manuals that support effective operations, personnel readiness, and quality assurance. In this section, we provide a comprehensive overview of our plans and programs, each designed to meet or exceed contractual requirements and operational expectations. All documents will be customized for the FLL/HWO operations and submitted to the Contract Security Services Administrator at least thirty (30) days prior to the Commencement Date, or by an alternative date if approved in writing, and will be regularly reviewed and updated to ensure continued alignment with the Airport's needs and evolving best practices.

### Transition Plan

Contractor must provide the Contract Security Services Administrator with its proposed transition plan. The transition plan must be specific and unique to address and fulfill the Agreement obligations at the Airport. The final approved transition plan must include, but not be limited to, the following:

- B. The methodology and schedule to provide a successful and seamless transition.
- C. Identify transition time-period from start to completion date.
- D. Identify milestones within the transition period.
- E. Identify contingency plans if milestones are not met.

CAS has an outstanding record of successfully transitioning more than 50 aviation operations across the country encompassing recruiting, hiring, training, certifying, equipping, and fielding thousands of screeners and security officers. We commit the time, effort and resources needed to understand customer requirements and mitigate risks for minimal disruption to the existing security operations. Our approach is tailored to each contract and security program success starts with the execution of a well-planned transition.

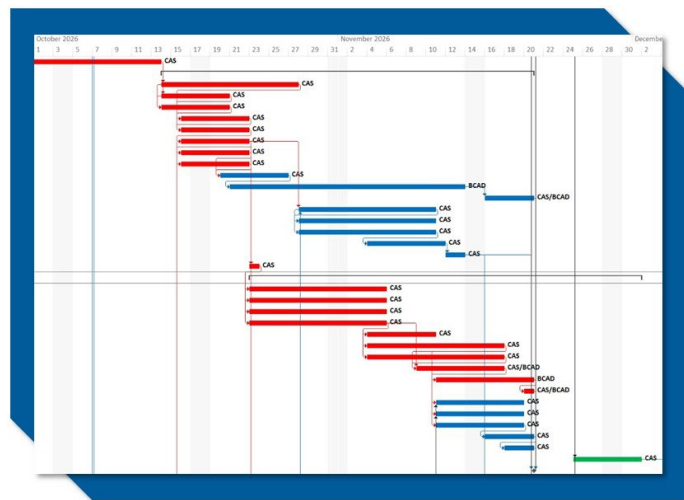
**Project Management Approach to Transitions.** We manage transitions as a project and do so under the precepts of the Project Management Institute's Body of Knowledge (PMBOK). Our project management plan includes a detailed project schedule of activities with deadlines and ownership assigned to each. We will use a dedicated Transition Manager separate from the site leadership team to manage the Transition so the Project Manager can focus on operational activities.

Our proposed Transition Manager is Zach Hollenbach, Vice President of Quality Assurance & Training. A seasoned leader with extensive experience in managing Aviation Security programs including start up and transitions, hiring and onboarding, training development and implementation, and compliance and risk management, he will provide dedicated on-site support to the CAS-FLL/HWO Project Manager and security team to ensure a smooth transition. Coordinating closely with Matt Pomerville, Senior Operations Manager, Zach will be responsible for the transition process including transition schedule tracking and reporting and remain fully engaged until optimal peak performance is achieved. Following

a successful transition Matt will continue supporting the FLL/HWO security program as CAS’s Senior Operations Manager while Zach will remain engaged with the site through his Quality Assurance & Training role.

**Microsoft Project® Transition Schedule.**

Once we have finalized the Work Breakdown Structure (WBS) that includes all activities and durations (*see detailed Transition Plan WBS example*), we build a transition schedule in Microsoft Project® that becomes our key management tool. Mapping out transition activities with estimated times to complete is invaluable for ensuring an on time and successful transition.



*CAS’s Project Management approach ensures a smooth on-time transition.*

**Upfront and Ongoing Communications.**

Open and continuous communication is essential for an on-time and successful transition. CAS meets with clients regularly throughout the transition with status updates and to ensure that all transition activities are on pace for completion and any concerns are addressed.

**Retention of Incumbent Workforce.** CAS’s transition strategy is centered on the maximum retention of qualified incumbent security personnel, whose institutional knowledge and site-specific experience are critical to ensuring a smooth, compliant, and disruption-free transition. We understand that the current security services at FLL and HWO are performed under two incumbent prime contractors supported by two additional subcontractors. CAS recognizes the importance of coordinated communication across all organizations to effectively engage, assess, and retain the qualified members of the existing workforce. To that end, CAS will dedicate transition resources specifically to facilitate collaboration and information sharing among the incumbent firms to ensure the timely outreach and onboarding of eligible personnel.

Upon award, CAS will promptly communicate with and extend employment offers to all qualified incumbent employees, providing clear guidance on the transition process, benefits, and expectations. All incumbent personnel who accept employment with CAS will be subject to a defined probationary period, allowing for the evaluation of individual performance and confirmation that each employee meets CAS’s operational and regulatory standards.

In parallel with the incumbent retention phase, CAS’s Transition Team will implement a targeted recruitment and training initiative to identify, hire, and onboard any additional personnel required to meet the staffing levels outlined in the new contract. This structured approach ensures continuity of operations, preservation of institutional expertise, and sustained compliance throughout the transition period.

**Ramping up to New Staffing Levels.** CAS understands that the combined workforce under the two existing security service contracts currently consists of approximately 200 personnel. Based on the new estimated annual service hours outlined in the solicitation, an increase of approximately 160 additional security officers (for a total of 360 CSS personnel) will be required to meet the expanded scope of services. CAS recognizes that this represents a significant airport security workforce transition requiring substantial training efforts, careful coordination, regulatory compliance, and continuity of operations.

CAS brings extensive experience managing large-scale staffing transitions in similarly regulated environments and has successfully executed comparable ramp-ups at other major airports. This

experience has resulted in proven strategies and structured processes for high-volume recruitment, vetting, and training, all in full compliance with TSA, airport authority, and state and local requirements.

Our implementation plan features targeted recruitment, accelerated onboarding, and group training programs to ensure all personnel are fully qualified, credentialed, and ready to perform their duties efficiently without compromising quality, compliance, or operational readiness.

**Contingency Planning.** Based on our success transitioning security contracts, we know that transitions are unique and can present their own events that need monitoring and contingency planning. Our team remains focused on each transition task to ensure on time completion of all site-specific activities. If any issues do arise, CAS will: 1) assign additional corporate support to assist our local team; 2) overstaff initial schedules to ensure 100% staffing to mitigate unforeseen issues; 3) maintain our “ready pool” of qualified candidates to rapidly hire for unfilled positions; and 4) remain in constant contact with our client through resolution.

**Going Beyond Transition to Peak Performance Level.** We understand that even when transition is completed and we assume operations, there are often several activities that still need to be managed until the operation achieves a constant high-performance level. Our transition plan does not end when we officially take over operations. Upon assuming security operations, our post-transition activities include fully implementing CAS’s Safety Program and Security Management System and ensuring sustainable performance has been achieved. Given this, our Transition Team will remain engaged until this new state of optimal performance has been achieved.

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*A detailed 60-day Transition Plan WBS example is included below.*

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## 60-DAY TRANSITION PLAN WBS EXAMPLE

WBS	Task Name	Resources	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11
0	<b>NOTICE TO PROCEED</b>	<b>MILESTONE</b>											
0.1	Week One Transition Status Review with BCAD Officials	MILESTONE											
0.2	Week Two Transition Status Review with BCAD Officials	MILESTONE											
0.3	Week Three Transition Status Review with BCAD Officials	MILESTONE											
0.4	Week Four Transition Status Review with BCAD Officials	MILESTONE											
0.5	Week Five Transition Status Review with BCAD Officials	MILESTONE											
0.6	Week Six Transition Status Review with BCAD Officials	MILESTONE											
0.7	Week Seven Transition Status Review with BCAD Officials	MILESTONE											
0.8	Week Eight Transition Status Review with BCAD Officials	MILESTONE											
0.9	Transition Acceptance by BCAD Officials	MILESTONE											
0.10	Transition Complete	MILESTONE											
1	<b>PHASE I - MANAGEMENT ACTIVITIES</b>												
1.1	<b>Initial Management Activities</b>												
1.1.1	Activate CAS Transition Team	CAS											
1.1.2	Meeting with County/BCAD officials	CAS/CNTY-BCAD											
1.1.3	County and CAS sign contract	CAS/CNTY											
1.1.4	Provide CAS with list of incumbent contractor employees	BCAD											
1.1.5	Initiate New Hire Recruiting	CAS											
1.1.6	Complete BCAD FLL/HWO SIDA badging authorizing signatory requirements	CAS											
1.1.7	Receive badge training and badges for Transition Team	CAS											
1.1.8	Provide CAS applicable post orders	BCAD											
1.1.9	Initiate weekly transition status review meetings	CAS/CNTY-BCAD											
1.1.10	Assess and add site specific deliverables	BCAD											
1.1.11	Finalize project office space/order furniture and equipment	CAS											
1.1.12	<b>Initial Management Activities Complete</b>	<b>MILESTONE</b>											
1.2	<b>Site Management Preparation</b>												
1.2.1	Update and finalize employee handbook	CAS											
1.2.2	Review site operating income parameters "lane markers"	CAS											
1.2.3	Review and train on Dayforce scheduling	CAS											
1.2.4	Review and train on scheduling approach	CAS											
1.2.5	Review and train on CAS training and QA approach	CAS											
1.2.6	<b>Site Management Preparation Complete</b>	<b>MILESTONE</b>											
2	<b>PHASE II - POST AWARD TRANSITION ACTIVITIES</b>												
2.1	<b>HUMAN CAPITAL MANAGEMENT</b>												
2.1.1	<b>Initial Activities</b>												
2.1.1.1	Set-up CAS personnel file system	CAS											
2.1.1.2	Finalize CAS HR hiring assessment process	CAS											
2.1.1.3	Determine final wage and benefits package	CAS											
2.1.1.4	Implement CAS pay and benefits program	CAS											
2.1.1.5	Distribute initial introduction and benefits flier	CAS											
2.1.2	<b>Incumbent Activities</b>												
2.1.2.1	Interview incumbent employees/distribute HR packages	CAS											
2.1.2.2	Interview/process supervisor candidates (incumbents only)	CAS											
2.1.2.3	Verify and collect proof of FL Class "D" Security License	CAS											
2.1.2.4	Resubmit guard license documentation (as required)	CAS											
2.1.2.5	Contingent offers provided to incumbents	CAS											
2.1.2.6	Contingent offers accepted by incumbents	CAS											
2.1.2.7	Conduct CAS initiated background check	CAS											
2.1.2.8	Conduct drug tests	CAS											
2.1.2.9	Apply for new SIDA badges	CAS											
2.1.2.10	Process SIDA Badge applications	BCAD											
2.1.2.11	Receive SIDA badges	CAS/BCAD											
2.1.2.12	Conduct CAS Incumbent Orientation	CAS											
2.1.2.13	Conduct CAS Incumbent Training	CAS											
2.1.2.14	Acquire driver's license information for corporate	CAS											
2.1.2.15	Distribute HR packages to Incumbents	CAS											
2.1.2.16	Receive HR packages back from Incumbents	CAS											

WBS	Task Name	Resources	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11
2.1.2.17	Process final Incumbent Packages	CAS											
2.1.2.18	Assess current incumbent staffing & finalize new hire plan	CAS											
<b>2.1.3</b>	<b>New Hire Activities (if required during transition)</b>												
2.1.3.1	New hire prescreen vetting	CAS											
2.1.3.2	Verify valid FL Class "D" Security License	CAS											
2.1.3.3	Collect copies of FL Class "D" Security License	CAS											
2.1.3.4	Contingent job offers provided to selected new hires	CAS											
2.1.3.5	Contingent offers accepted by new hires	CAS											
2.1.3.6	Conduct CAS initiated background check	CAS											
2.1.3.7	Conduct drug tests	CAS											
2.1.3.8	Apply for new SIDA badge	CAS/BCAD											
2.1.3.9	Process SIDA Badge applications	BCAD											
2.1.3.10	Receive SIDA badges	CAS/BCAD											
2.1.3.11	Conduct orientation classes	CAS											
2.1.3.12	Conduct Post Order training classes	CAS											
2.1.3.13	Distribute HR packages	CAS											
2.1.3.14	Receive HR packages back	CAS											
2.1.3.15	Process final HR packages	CAS											
2.1.3.16	New Hire OJT (Start during Transition upon BCAD Approval)	CAS											
<b>2.1.3.17</b>	<b>Hiring of CAS Security Force Complete</b>	<b>MILESTONE</b>											
<b>2.2</b>	<b>SUBCONTRACTOR</b>												
2.2.1	Finalize subcontractor statement of work	CAS											
2.2.2	Finalize subcontractor pricing	CAS/CBE											
2.2.3	Finalize subcontractor agreement with flow down requirements	CAS/CBE											
2.2.4	Subcontractor uniform patch provided to vendor	CAS/CBE											
2.2.5	CAS initiates SIDA badge sponsorship	CAS											
2.2.6	Subcontractor completes SIDA badge authorizing signatory process	CAS/CBE											
2.2.7	Subcontractor employee badging process	CAS/CBE/BCAD											
2.2.8	Subcontractor employee onboarding process	CAS/CBE											
2.2.9	Subcontractor employees attend orientation and training sessions	CAS/CBE											
2.2.10	Subcontractor OJT (Start during Transition upon BCAD Approval)	CAS/CBE											
<b>2.2.11</b>	<b>Subcontractor Tasks Complete</b>	<b>MILESTONE</b>											
<b>2.3</b>	<b>INSURANCE, LICENSING, TAX SETUP</b>												
2.3.1	Insurance (verify insurance and performance bond requirements and Submit ACORD)	CAS											
2.3.2	Submit W-9 Tax ID Form	CAS											
2.3.3	Licensing (assess contract licensing permits/requirements, obtain required licenses/permits, submit State officer licensing documentation)	CAS											
<b>2.3.4</b>	<b>Insurance, Licensing, Tax Setup Complete</b>	<b>MILESTONE</b>											
<b>2.4</b>	<b>LOGISTICS</b>												
2.4.1	Vehicles												
2.4.1.1	Assess vehicle needs and quantities	CAS											
2.4.1.2	Order vehicles	CAS											
2.4.1.3	Vehicle delivery	CAS											
2.4.2	Obtain airport-managed facilities keys	CAS/BCAD											
2.4.3	Setup CAS key control and accountability system	CAS											
2.4.4	Order communications equipment (i.e., cell phones)	CAS											
2.4.5	Order Office equipment	CAS											
2.4.6	Receive/prepare Office equipment	CAS											
2.4.7	Train users on site-specific equipment and vehicle operations	CAS											
2.4.8	Conduct fitting of uniforms	CAS											
2.4.9	Order uniforms	CAS											
2.4.10	Receive/issue uniforms and uniform accessories	CAS											
2.4.11	Order necessary PPE for minimum 30-day supply	CAS											
2.4.12	Receive and distribute PPE for commencing operations	CAS											
2.4.13	Obtain & Configure BCAD-issued Communications Equipment	BCAD/CAS											

WBS	Task Name	Resources	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11
2.4.14	Finalize uniform/equipment inventory system	CAS											
2.4.15	Conduct logistics readiness review	CAS											
2.4.16	<b>CAS Security Force Uniformed and Equipped</b>	<b>MILESTONE</b>											
2.5	<b>TRAINING PROGRAM</b>												
2.5.1	Finalize post-specific training	CAS											
2.5.2	BCAD Review/Approval of Training Program	BCAD											
2.5.3	Develop security officer training schedule	CAS											
2.5.4	Finalize security officer training records system	CAS											
2.5.5	Finalize security officer training program	CAS											
2.5.6	Conduct training readiness review	CAS											
2.5.7	Monitor Incumbent and New Hire Training Progress	CAS											
2.5.8	<b>CAS Transition Training Program Complete</b>	<b>MILESTONE</b>											
2.6	<b>INFORMATION TECHNOLOGY</b>												
2.6.1	Perform office walkdown to determine IT equipment	CAS											
2.6.2	Perform post walkdown to determine communication equipment needs	CAS											
2.6.3	Order office and post IT equipment	CAS											
2.6.4	Receive and configure office and post IT equipment	CAS											
2.6.5	<b>C-DRAS™ Preparation</b>												
2.6.5.1	Review contract and data collection requirements	CAS											
2.6.5.2	Develop C-DRAS™ needs assessment	CAS											
2.6.5.3	Implement needed C-DRAS™ enhancements	CAS											
2.6.5.4	Test C-DRAS™ enhancements	CAS											
2.6.6	<b>Information Technology Preparation Complete</b>	<b>MILESTONE</b>											
2.7	<b>HRIS (Dayforce) SETUP</b>												
2.7.1	Create site shell in Dayforce	CAS											
2.7.2	Confirm Dayforce hierarchy and setup accordingly	CAS											
2.7.3	Code labor categories in Dayforce	CAS											
2.7.4	Confirm EE clocking policy and implement	CAS											
2.7.5	Code secondary jobs to facilitate scheduling and invoicing	CAS											
2.7.6	Finalize contract invoicing/billing requirements	CAS/CNTY/BCAD											
2.7.7	Enroll employees in CAS payroll system	CAS											
2.7.8	Conduct support services readiness review	CAS											
2.7.9	<b>HRIS (Dayforce) Ready</b>	<b>MILESTONE</b>											
2.8	<b>SECURITY OPERATIONS</b>												
2.8.1	Establish security points of contact	CAS											
2.8.2	Finalize security post reqmts/hours/staffing/shifts w/ BCAD	CAS											
2.8.3	Walkdown of posts	CAS											
2.8.4	Determine necessary PPE for workforce	CAS											
2.8.5	Finalize post takeover strategy with officials	CAS/BCAD											
2.8.6	Finalize security post relief system	CAS											
2.8.7	Build initial security work schedules in CAS scheduling system	CAS											
2.8.8	Conduct operations readiness review	CAS											
2.8.9	<b>Security Operations Ready for Post Duties Takeover</b>	<b>MILESTONE</b>											
3	<b>PHASE III - POST TRANSITION ACTIVITIES</b>												
3.1	<b>IMPLEMENT CAS SAFETY PROGRAM</b>												
3.1.1	Assess and Establish Medical Clinic	CAS											
3.1.2	Complete Hazard Assessment Document	CAS											
3.1.3	Conduct Safety Walk-Through All Post/Patrols	CAS											
3.1.4	Communicate Facility Hazards/Improvements to Client	CAS											
3.1.5	Communicate Hazards to Training Instructor	CAS											
3.2	<b>PERFORMANCE ASSURANCE</b>												
3.2.1	Setup contract deliverables system (Reports, Invoice & Logs)	CAS											
3.2.2	Verify CAS operations compliant with 49 CFR Part 1542 regs	CAS											
3.2.3	Finalize QC Inspections and Monitoring System	CAS											
3.2.4	Implement CAS Quality Control Program	CAS											
3.2.5	Assess/implement CAS Dashboard activities and applications	CAS											
3.2.6	Conduct readiness review	CAS											
3.3	<b>OPTIMAL STEADY STATE ACHIEVED</b>	<b>MILESTONE</b>											

**DAY 1**  
Transition Complete

## Recruitment and Screening Program

*Contractor must provide the Contract Security Services Administrator with its proposed recruitment and screening program. The recruitment and screening program must be specific and unique to address and fulfill the Agreement obligations at the Airport. The final approved recruitment and screening program must include, but not be limited to, the following:*

- A. Describe types of advertising or other methods for the recruitment of CSS Personnel.
- B. Describe commencement and completion dates for recruitment in support of the transition plan.
- C. Describe an incentive program to deter employee attrition and promote stability.

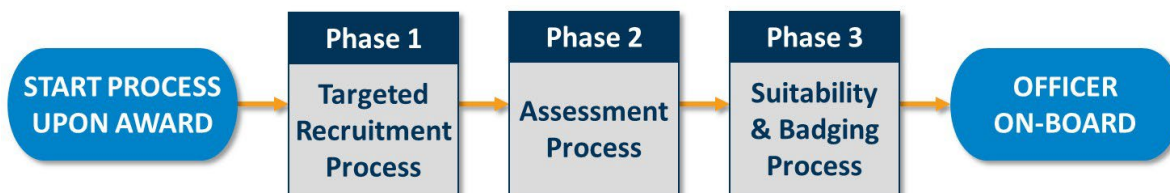
## TARGETED RECRUITMENT PLAN

**Recruiting Top Talent.** Effective, customer-focused security begins with recruiting, training, and retaining dedicated and highly motivated individuals. We build teams of security officers who respect the mission of protecting aviation and the people we serve. Over the past 20+ years, CAS has successfully recruited and hired thousands of licensed and certified screeners and security officers assigned to Category X and I airports. Our recruitment approach addresses the hiring of qualified incumbent security officers and supervisors, with the additional recruiting and hiring of new personnel as required. We begin the recruitment process by identifying job skill sets and success indicators specifically for the airport security services marketplace and customize those indicators for our partner airport to ensure we recruit highly qualified and diverse candidates.

**Recruiting Methods.** To attract qualified candidates and proactively address staffing needs, we maintain a robust recruitment pipeline through continuous recruitment efforts including: our company careers website, various job search platforms, industry job boards, partnerships with educational institutions and trade organizations, participation in job fairs, and ongoing networking.

**Recruiting Strategy.** Our strategy for the hiring of non-incumbent Security and Officers and Supervisors for this contract starts with offering highly competitive wages and benefits and includes: (1) a targeted recruitment process; (2) a formalized assessment process; and (3) a well-defined suitability and badging process.

### CAS HIRING PROCESS



CAS will provide fully qualified personnel to support the FLL/HWO contract. We thoroughly review applications to assess basic qualifications, the likelihood of successfully passing background checks, and compatibility for the challenging opportunity of customer-focused security in the aviation environment. All experience must be fully and readily verifiable. Applicants with military service must supply a copy of the DD-214 and have received an honorable or general discharge under honorable conditions from duty to be considered for hire.

CAS employees assigned to FLL and HWO will meet all license, qualification, and training requirements including the minimum requirements for a Florida Class “D” Security Officer license in accordance with FL Statute 493.6111, 6301, and 6303.

Based on an estimated contract start date of October 1, 2026, and proposed 60-day transition plan, CAS’s recruitment efforts for FLL/HWO would commence on contract award, approximately August 1, 2026, and be completed on or before the go-live date of October 1st. Note: Certain activities can and will start immediately upon notice of intent to award while official transition activities aligned with the proposed 60-day transition plan would start approximately on August 1, 2026.

**CAS Wages and Benefits.** CAS has a reputation of offering a highly competitive wage and benefits package that is widely recognized as a benchmark within the security industry. Our commitment to fair compensation and comprehensive benefits plays a critical role in attracting and retaining qualified personnel, an essential factor in the consistent performance and reliability of our clients' security programs. CAS acknowledges the existing Collective Bargaining Agreement (CBA) governing security officers at this site and will fully honor all its terms and conditions. Moreover, CAS has already executed a bridge agreement with the Service Employees International Union (SEIU) Local 32BJ, ensuring a smooth transition and continued labor harmony.

For non-officer positions not covered under the CBA, CAS offers a wage and benefits package that exceeds the minimum standards established by the Broward County Living Wage Ordinance. This demonstrates our continued commitment to equitable compensation and hiring and retaining a high-quality workforce.

## STRINGENT HIRING PROCEDURES

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**In-depth Interview Process.** All candidates who meet the minimum qualifications and who have verifiable credentials are accepted and undergo an extensive pre-screening and pre-testing process conducted by our Human Resources staff. This process includes a detailed employment application, phone interview. Candidates who successfully complete the pre-screening and pre-testing phase are scheduled for a structured face-to-face interview with members of our management team and an HR representative. Candidates will be presented with a series of scripted interview questions and their responses will be scored based on a predefined scoring template. CAS has defined success factors that allow us to predictably identify the most qualified candidates, and these indicators are measured during the interview process. The interview is designed to assess a candidate's abilities, skill sets, and personal attributes that will assist in working in the airport environment. We specifically evaluate:

- ★ Willingness to work irregular hours, weekends, and holidays.
- ★ English proficiency (e.g., reading, writing, speaking, listening, understanding).
- ★ Interpersonal Skills (e.g., positive, and outgoing personality, customer service, engagement).
- ★ Work values (e.g., honesty, integrity, positive workplace relationships, and dependability).
- ★ Effective decision-making in both crisis and routine situations.
- ★ Experience working with security technology such as x-ray and explosive trace detection.
- ★ Ability and proper attitude to give direction to teams of individuals (Supervisors).

**Background Checks, Drug Testing, and Medical Clearance.** Candidates who successfully pass the face-to-face interview will be submitted for a pre-employment background check to eliminate individuals who would not pass the background check initiated by the Airport during the SIDA badge process. Checks will include each municipality and state of prospective employee residence in the last ten years. Candidates at this stage will be tested for drug and illegal substance use in accordance with 49 CFR Part 40 Procedures for Transportation Workplace Drug and Alcohol Testing Program. Employees will also be subject to ongoing random and "for cause" drug testing in accordance with our drug testing policy. Upon successful passing of drug testing, employees will be required to provide verifiable medical clearance certificates in line with contractual requirements.

**Suitability and SIDA Badging Process.** Prior to submittal of job candidates for SIDA badging, CAS will ensure that all candidate employment qualifications have been met and are documented in their personnel file, which will be maintained locally at the FLL/HWO support office. Once CAS candidates for employment have been approved, CAS will prepare and submit all documentation and forms needed for the SIDA badge process, which includes a Security Threat Assessment (STA) process per 49 CFR

1542.209, and Criminal History Records Check (CHRC). No employee will perform work on this contract until they have been issued a SIDA badge after receiving a favorable background investigation and have a current Florida Class “D” Security Officer license.

**Tracking and Reporting.** CAS uses Ceridian® Dayforce to electronically track recruiting and onboarding status of new recruits as well as attendance and training/certification status of all employees. The robustness of this system allows “auditability” to ensure that CAS’s recruiting, assessment, credentialing, training, and on-boarding processes are fully compliant with all Airport requirements and all federal, state, and local labor laws. CAS will ensure that all candidate employment qualifications have been met and are documented in their personnel file onsite at FLL and available for inspection upon request.

## RESULTS-DRIVEN RETENTION PLAN

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CAS’s goal is to not only attract the high-caliber employees capable of delivering a best-in-class aviation security program, but also to achieve retention rates that significantly exceed industry standards. Our employee retention strategy is built on several key components:

- ★ Highly competitive compensation and benefits
- ★ Ongoing recognition and reward programs
- ★ Supportive and engaged leadership
- ★ A positive and inclusive company culture

Maintaining a stable experienced workforce to support our clients is a top priority for CAS. Retention efforts begin during the transition period, where we prioritize retaining top-performing incumbent personnel and hiring high-quality candidates who align with our mission and values.



Recruiting

Retention

Recognition

Respect

**Proven Retention Strategy.** We have successfully applied lessons learned over the years to improve our annual security workforce retention rate. Our strategic approach emphasizes recruiting the right people, focusing on employee well-being and development, offering meaningful compensation, and recognizing performance excellence.

We have successfully partnered with clients to control voluntary employee turnover of airport security staff with positive results including:

- ✓ Reduced overtime use
- ✓ Full staffing for regular posts
- ✓ Personnel availability for unplanned staffing needs
- ✓ Improved employee morale
- ✓ Improved security force performance

CAS leverages our experience delivering airport security and screening operations coast-to-coast to understand and stay ahead of attrition trends. Attrition data is carefully reviewed and tracked for both voluntary and involuntary terminations. We perform exit interviews to assess why we have voluntary attrition, and then determine necessary actions to make a long-term security career with CAS more attractive. We also assess the involuntary data to determine where individuals may be failing in terms of our performance, attendance, and appearance standards. Our goal is to adjust our recruiting process and even our training curriculum, to identify and attract candidates with the characteristics that will lead to success as a CAS security professional.

Additionally, we are active members of the National Association of Security Companies (NASCO) that consistently tracks security-industry attritions rates and contributing factors. Having this information is beneficial to CAS in hiring and retaining top talent.

**Focusing on Our Troops.** We will ensure that our workforce is highly trained and that all employee issues are addressed and resolved in a timely manner. CAS's established personnel procedures support our goals of fairness and retaining the highest quality staff. We also conduct exit interviews for the few employees that voluntarily leave the team to discuss reasons for leaving and any suggestions for team improvement.

**Bonus Program.** Our comprehensive bonus program includes retention bonuses, phased new hire bonuses, referral bonuses, on-the-spot award bonuses, and year-end performance bonuses.

**Professional Development.** Another effective retention tool is our online training system, which empowers all employees including supervisors, managers, and executives by offering both online time effective courses and in-class instructor led courses. This system is set up to allow an employee to learn and choose courses within the level that is pertinent to their position. Progress will be tracked regularly, and the employees' outcomes are easily measured. In addition to increasing the skill sets of CAS employees, our approach is also a means to recognize and reward those who accomplish various levels of knowledge. All employees have access to our online training system and are encouraged to take online classes for their personal and professional development.

**CAS Wages and Benefits.** CAS is firmly committed to providing a highly competitive and compliant wage and benefits program designed to attract, retain, and motivate a qualified and professional security workforce. Our compensation philosophy directly supports the Broward County Aviation Department's (BCAD) objectives for workforce stability, service continuity, and operational excellence at both FLL and HWO.

CAS's wages and benefits package is recognized as exemplary within the security industry, reflecting our long-standing belief that employee satisfaction and retention directly contribute to superior client outcomes. Our proposed compensation structure is specifically designed to exceed the minimum requirements outlined in the RFP, ensuring compliance with all applicable Living Wage Ordinance (LWO) and collective bargaining agreement (CBA) standards while providing meaningful advancement opportunities for employees.

Highlights of CAS's Comprehensive Compensation Program include:

★ **Highly Competitive Wages.** CAS proposes starting Security Officer wages of **\$18.72 per hour** inclusive of qualifying health benefits valued at **\$3.98 per hour**, or **\$22.70 per hour** for employees who decline qualifying health benefits. This represents a **3% increase** from the current 2025 Living Wage Ordinance (LWO) rates. To maintain compliance with annual LWO adjustments, CAS will apply approximately **3% annual wage increases** effective January 1 of each subsequent contract year beginning in 2027.

For SOC Specialists and Supervisors, CAS proposes starting wages of **\$27.23 per hour** including qualifying health benefits valued at **\$3.98 per hour** with equivalent **~3% annual increases** to ensure equitable pay progression and prevent wage compression between supervisory/SOCS and officer levels.

CAS's proposed wage structure exceeds both the current SEIU Local 32BJ CBA requirements and the incumbent provider's compensation levels, underscoring our commitment to investing in workforce quality as a key driver of performance, retention, and long-term program success.

★ **Time Off.** CAS will offer a paid time off (PTO) plan that complies with the existing SEIU Local 32BJ CBA. In addition to PTO of 40 hours per year, CAS will offer vacation based on seniority (40 hours after 1 year; 80 hours after 3 years; and 120 hours after 8 years).

- ★ **Medical, Dental, and Vision Benefits.** CAS will offer health insurance benefits exceeding the Affordable Healthcare Act requirements that each full-time employee and their dependents may enroll in with pretax dollars. Dental and Vision programs will also be offered to our employees.
- ★ **Paid Holidays.** CAS understands that working certain holidays is sometimes unfavorable and compensates accordingly. Employees will be paid premium wages for working on the following eleven (11) designated holidays: New Year’s Day, Dr. Martin Luther King Jr. Day, President’s Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Veteran’s Day, Thanksgiving Day, Day After Thanksgiving, Christmas Day.
- ★ **Performance Based Incentives.** CAS employees receive annual end of year bonuses. In addition, we believe in recognizing good performance and plans to monetarily reward such actions as passing TSA conducted covert testing, receiving customer service compliments.
- ★ **Flexible Spending Account.** Through payroll deductions, employees may set aside pre-tax dollars into a Section 125 Account to pay for un-reimbursed medical and dependent care expenses, parking, and transportation costs. Funds set aside in these accounts are sheltered from taxes and allow for more liquid income from each paycheck.
- ★ **401(k) with Matching Company Contributions.** CAS offers one of the most comprehensive investment plans available. We use Fidelity Investments as our 401(k) provider. The individual has over 30 options to choose from, ranging from large, mid, and small cap value/growth funds, bond funds, international funds, and real estate funds.
- ★ **Life Insurance.** CAS will pay the entire premium for Basic Life and AD&D insurance and allows employees to purchase optional Term Life and AD&D benefit for themselves and/or dependents.
- ★ **Educational Benefits.** CAS offers various educational opportunities to our workforce. On a case-by-case basis, CAS will provide tuition reimbursement for coursework that directly advances our security mission.
- ★ **Employee Assistance Program.** Employees and their dependents have access to a 24/7 toll-free number, which connects to a live counselor. A PhD or Master’s-level Clinician will assess the employee situation and provide telephone problem resolution consultations or may authorize up to three office visits with a counselor in the area. Employees may call regarding parenting, care giving, emotional, mental, or behavioral problems as well as other issues.
- ★ **Employee Discounts.** CAS offers employees discounts at local businesses and attractions.
- ★ **Employee Appreciation Events.** CAS is committed to fostering a positive and supportive work environment where everyone feels appreciated and motivated to succeed. To show our appreciation, each month we recognize the security teams at all our sites.

**Recognition and Reward.** At CAS, we prioritize the development of our employees to help them succeed in their current roles and achieve their long-term career goals. We recognize that career growth is a powerful motivator, and skill development is essential to that growth. CAS invests in continuous employee training and development, ensuring team members are well-prepared for promotional opportunities within the organization. Our strong practice of promoting from within fosters loyalty, boosts morale, and reinforces a culture

**Spotlight on Excellence**



**Guardian Award**

In July 2023, a prisoner escaped during transfer between flights at DEN. CAS DEN Supervisor Don John responded immediately to the area to assist and through his acute situational awareness and security mindset, led the DPD to the prisoner’s location.

In recognition of his outstanding performance, Supervisor John was awarded the Covenant Guardian Award.



*Robert Wheeler (R) presents DEN Supervisor John (L) with the CAS Guardian Award.*

of excellence. We view promotion as one of the most meaningful forms of recognition for outstanding performance.

We believe that exceptional performance, whether operational or customer service related, deserves to be acknowledged and rewarded. CAS provides immediate recognition for employees who demonstrate excellence and dedication to our security mission with spot-pay” incentive rewards from \$25 to \$200.

Based on local operations and key performance metrics, CAS tailors incentive programs to further motivate our teams to meet contract requirements and exceed client expectations. We will work with the Airport to develop a meaningful incentive program aimed at ensuring the CAS security team is comprised of top-performers who become experienced veterans of the FLL/HWO security program.

## Program Management Plan

*Contractor must provide the Contract Security Services Administrator with its proposed program management plan. The Plan must be specific and unique to address and fulfill the Agreement obligations at the Airport. The final approved Plan must include, but not be limited to, the following:*

- A. Names, assignments, and duties of all Key Personnel and Contractor's staff.*
- B. A list of all employees who will be working at the Airport and their status in the certification process.*
- C. Timekeeping, billing, and accounting procedures.*
- D. A description of how Contractor will ensure the full dissemination, including the level of frequency of information, policy, procedural problems, concerns, etc., to all its managers and staff throughout the term of the Agreement.*
- E. A description of how Contractor will ensure all employees have a relief for meals and/or breaks in accordance with the Post Orders and identify the number of employees required to perform the Services, have clearance level, routes of deployment, and vehicle requirements during the break of other employees.*

Our proposed organizational structure represents our commitment to the County and Airport, whereby there are no extraneous levels between our local management and our key corporate leadership. CAS's streamlined organization allows flexibility and immediate response. Site Managers can quickly make critical decisions, address issues, and implement program improvements without the bureaucratic delays of a complex organizational structure.

## CAS ONSITE PROJECT TEAM

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CAS is proposing a first-rate management team with the required qualifications and experience outlined in the RFP. Our management team will ensure all contract requirements are met or exceeded and expected performance outcomes achieved and will be readily available to County and Airport officials.

**Project Manager.** Based at FLL on a full-time basis, the Project Manager will serve as the central point of contact with the Airport Contract Security Services Administrator and will be responsible for the overall management and coordination of contract services. This includes oversight of staffing, scheduling, performance management, and quality control. The Project Manager will be accessible 24/7 via cellphone and on site at least 40 hours per week, with the ability to report to the Airport within forty-five (45) minutes.

**Operations Manager.** The Operations Manager will support the Project Manager in directing daily operations, overseeing subordinate staff, and ensuring full compliance with all post orders and contract requirements. This individual will have full authority to act on behalf of CAS when required and will respond immediately to operational issues. The Operations Manager will be based at FLL on a full-time basis, accessible 24/7, and be able to report to the Airport within forty-five (45) minutes.

**Training Coordinator Manager.** Based at FLL on a full-time basis, the Training Coordinator Manager will oversee the design, delivery, and documentation of all training programs for officers, specialists, and supervisors. The Training Coordinator Manager will ensure that lesson plans and testing materials are approved by the Contract Security Services Administrator and that all training aligns with the Airport Security Plan.

**Support Positions.** In addition to the Site Management positions identified in the RFP Specifications and Requirements, we propose the following full-time dedicated support positions to enhance and sustain the Fort Lauderdale-Hollywood International Airport (FLL) and North Perry Airport (HWO) security programs. While these positions are not explicitly required by the RFP, we view them as essential investments to ensure our local workforce remains highly trained, well-supported, and consistently performs at or above the performance standards expected by the Airport and Contract Security Services Administrator. Based on our experience at equivalent CAT X airports, we consider the following support positions critical to ensuring that we maintain the proper security posture at FLL and HWO.

Position	Description
<b>Duty Managers (x5)</b>	The Duty Managers will oversee all day-to-day operational aspects of the Airport security program under the direction of the Operations Manager. Responsibilities include daily supervision and coordination of security personnel, ensuring compliance with all contractual, regulatory, and operational requirements. They will manage scheduling, staffing, post performance, and incident response activities, and provide both administrative and technical support to the Project Manager to achieve overall program objectives. Five duty managers ensures 24/7/365 coverage from this position.
<b>Human Resources (HR) Manager</b>	The HR Manager will administer all phases of personnel support for CAS's operations at FLL/HWO. They will provide administrative and technical assistance to security personnel in such areas as employee relations, recruitment, benefits, training coordination, and finance. This position is responsible for overseeing all human resources functions, ensuring compliance with applicable laws and regulations, and consistent and fair application of company policies while promoting employee engagement and retention.
<b>HR Associate/ Recruiters (x2)</b>	The HR Associates/Recruiters will support the HR Manager in the full spectrum of HR operations, including employee relations, record keeping, training coordination, and onboarding. Working closely with our Corporate Recruiter, they will lead proactive recruitment initiatives to attract, screen, and hire qualified security professionals. This includes conducting candidate outreach, coordinating interviews, verifying credentials, maintaining applicant tracking systems, and supporting background check and licensing processes. They will ensure staffing levels meet contract requirements while maintaining CAS's hiring standards.
<b>HR/Payroll Specialist</b>	The HR/Payroll Specialist will assist the HR Manager in managing personnel and payroll functions. This includes accurate and timely processing of employee payroll, benefits administration, and maintenance of confidential employment records. The position also provides administrative and technical support in HR compliance, reporting, and coordination of financial transactions related to workforce management.
<b>Schedulers (x2)</b>	The Schedulers will support the Project Manager, Operations Manager, and HR team in all scheduling and workforce coordination matters. They will develop, maintain, and adjust duty schedules to ensure optimal coverage of all posts while adhering to contractual, operational, and regulatory requirements. Responsibilities include tracking attendance, processing schedule changes, monitoring leave requests, and communicating real-time staffing updates to management.
<b>Trainers (x5)</b>	Trainers will implement and manage CAS's comprehensive Training Plan, which includes new hire orientation, recurrent, remedial, and ad hoc training. They will conduct and document classroom and on-the-job instruction, ensuring all personnel demonstrate required competencies prior to independent assignment. Trainers will also collaborate with site leadership to identify skill gaps and recommend additional training modules to enhance performance and compliance.
<b>Compliance Coordinator</b>	The Compliance Coordinator will implement and oversee CAS's Quality Assurance (QA) and Compliance Program, including both overt and covert assessment activities. Responsibilities include monitoring workforce adherence to Post Orders and regulatory requirements, evaluating performance, recommending and implementing corrective actions, and preparing detailed compliance and performance reports for management review.

**Quality Assurance/  
Compliance  
Specialist**

Under the supervision of the Compliance Coordinator, this position will conduct routine overt and covert inspections to assess workforce performance, professionalism, and adherence to policies and procedures. The Specialist will provide immediate coaching for performance deficiencies, document assessment results, and support trend analysis and continuous improvement efforts within the QA program.

**Transition Manager.** Zachary Hollenbach, CAS Vice President of Quality Assurance and Training will be CAS’s dedicated Transition Manager for FLL/HWO. He will coordinate all corporate support resources and activities and ensure that all transition tasks are completed as scheduled. Zach will be dedicated fulltime to this contract transition and remain in Fort Lauderdale to support a successful contract start.

**Transition Support.** In addition to our Transition Manager, various members of our Executive, Operational, and Corporate Support teams will be onsite providing guidance and assistance to ensure a smooth transition and successful CAS-FLL/HWO security program start. This includes Bob Wheeler, VP Commercial Operations; Matt Pommerville, Senior Operations Manager; Jim Brown, VP Human Resources; along with various Recruiters, Compliance Managers and Training Managers.

**ORGANIZATIONAL STRUCTURE**

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Our proposed organizational structure represents our commitment to Broward County and the Airport, with no extraneous levels between our local management and our key corporate leadership. CAS’s streamlined organization allows flexibility and immediate response. Site Managers can quickly make critical decisions, address issues, and implement program improvements without the bureaucratic delays of a complex organizational structure. Site Managers maintain a direct line of communication with the CAS Leadership team and have the full support and hands-on attention of all stakeholders including an experienced back-office staff and management team. CAS’s reporting structure defines roles and responsibilities ensuring clear lines of communication and seamless escalation while upholding the highest standards of safety and protection at the sites we serve. Our management will be readily available to Airport and County officials whenever needed.

Designed to promote collaborative relationships with our clients along with customized security operations specific to client and location needs, program support for security operations comes from a local dedicated team as well as CAS's corporate headquarters.

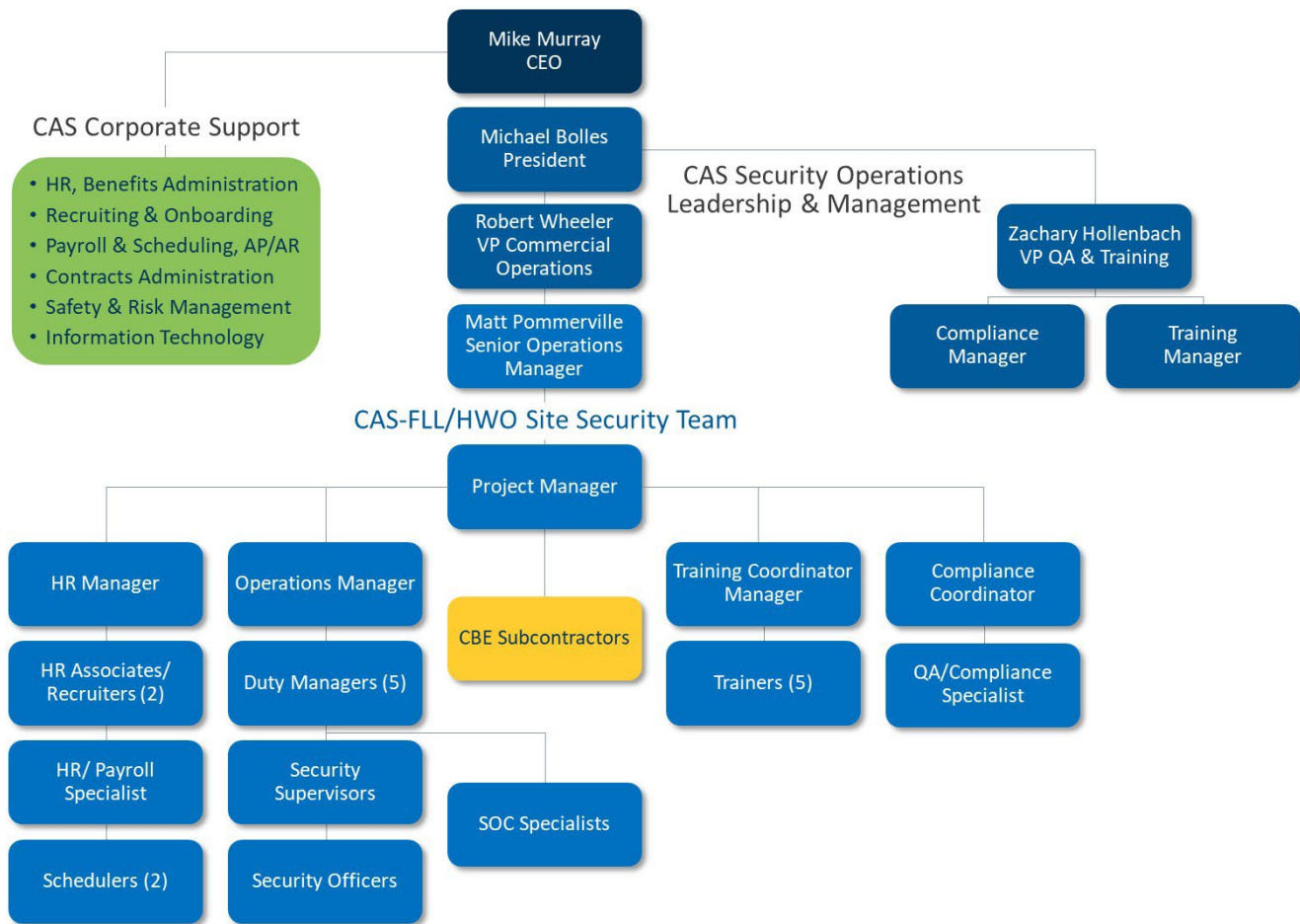
**Corporate Support.** The CAS-FLL/HWO security team will have the full support of the CAS corporate team. This team has significant experience supporting Aviation Security programs in all functional areas including Human Resources, Safety, Risk Management, Quality Assurance, Training, Information Technology, and Accounting/Finance.

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*Our Proposed CAS-FLL/HWO Organizational Chart is provided below.*

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## CAS-FLL/HWO Proposed Organizational Chart



## SCHEDULING

When preparing staffing assignments, CAS effectively manages our security force staffing using a “No Open Posts” approach. The key features of our approach are:

- ✓ Using our Timekeeping/Scheduling System to resource-load shift schedules.
- ✓ Planning staffing levels using historical data and overstaffing as required. Aggressive management controls for absenteeism, personal leave, training, and overtime.
- ✓ Staffing “on-call” and “call-in” personnel depending on operational needs, with a ready and reliable group of personnel committed to availability on short notice.
- ✓ Maintaining a cross-trained workforce to support a more flexible security program, ready to respond to the dynamic airport environment.
- ✓ Leveraging other compensation to incentivize on-call participation.

CAS’s scheduling protocols minimize overtime by leveraging our part-time workforce. Any requests that will predictably result in overtime charges will be promptly communicated to the Airport for approval.

**Automated Cloud-Based Time and Attendance.** CAS uses a cloud-based Scheduling and Time & Attendance system to manage scheduling to ensure 100% post coverage; enable accurate time and attendance tracking; and allow our management team to analyze operational performance through customized reports. This automated system ensures we properly schedule the workforce ahead of time

and monitor work schedules for accurate invoicing to our clients and processing of employee payroll. The system can easily be implemented at each site since it does not require any infrastructure additions.

The Project Manager will be responsible for ensuring the timely release of schedules and making sure the security team is aware well in advance of their work shift. Additionally, any inconsistencies between planned schedule versus worked schedule are flagged for immediate resolution.

## BILLING PROCEDURES

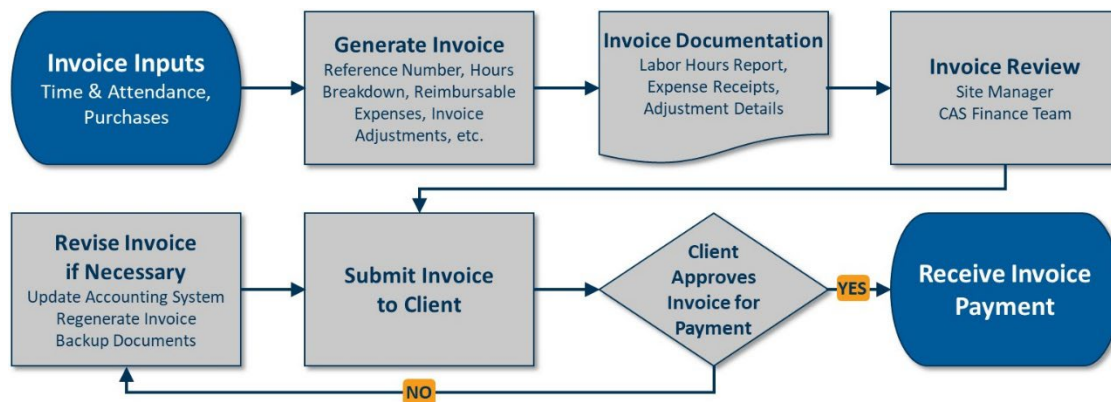
CAS has over 20 years of experience successfully managing more than \$2 billion in client contracts including fixed unit rate contracts using our Generally Accepted Accounting Principles (GAAP) compliant accounting systems for airport specific contracts. Our financial management system ensures accurate cost accounting and financial reporting for all our contracts.

CAS's accounting system:

- ✓ Properly allocates costs by labor category & indirect rate source.
- ✓ Captures, audits, and certifies our labor & non-labor expenses.
- ✓ Budgets, tracks, captures, reports & invoices incurred costs.
- ✓ Produces accurate, timely cost reports & reconcilable invoices.

The Project Manager and CAS Finance Department will gather all required information and review invoices prior to submission. Our accounting system generates invoices that can be customized for different invoicing requirements. Invoices will follow the required format and include all backup information.

### CAS's Billing Process & Procedures ensure accurate, timely invoicing.



## Quality with Cost Control

With a proven track record in Aviation Security, CAS brings a wealth of expertise and a commitment to maintaining the highest standards of quality while optimizing cost-efficiency. Through strategic planning, innovative solutions, and continuous improvement initiatives, we have successfully partnered with our clients to implement robust security programs that exceed regulatory requirements while aligning with budgetary constraints. Our team's dedication, expertise, and commitment to excellence have enabled us to consistently deliver superior security services without compromising financial considerations.

As a company providing security services to airports nationwide, we understand the importance of maintaining cost-effectiveness and efficiency. Oftentimes, compromises in quality occur due to lack of funding, which results in cutting corners. Our philosophy is very simple: (1) fully understand the Statement of Work and the Terms and Conditions of each contract, (2) realistically price our Proposal,

(3) establish clear financial performance metrics and performance objectives, and (4) investigate opportunities to improve cost efficiencies including “break-through” cost saving initiatives.

In terms of fully understanding the Statement of Work and the Terms of each contract, this starts with thoroughly reviewing all RFP documents, attending site visits, and asking numerous clarifying questions. We also strive to reach out to our network of knowledgeable parties to gain their insights including acquaintances in organized labor, aviation trade associations, and cadre of airport Security Directors. This allows us to acquire the knowledge needed to understand performance expectations. We spend significant time assessing and documenting assumptions to develop accurate pricing.

Realistically pricing our proposal often takes the most discipline in the entire process. We know that price matters and that airport security budgets are tight. We want to offer the most competitive price possible, but we also understand that the economics of the labor market are real and must be understood and respected. We undertake a detailed labor survey to assess the current wages for officers and screeners. On multiyear contracts such as this, we also spend significant time assessing and projecting inflation and escalation factors for key price elements, particularly wages and healthcare costs. Our goal is to present the County with a realistic and defensible Pricing Proposal that will allow the scope of work to be executed efficiently and effectively throughout the entire term of the contract.

### ***CAS Delivers High Quality, High Value Security Services***

FULL UNDERSTANDING  
OF SOW / T&CS

REALISTIC APPROACH  
TO BUDGET / PRICING

CLEARLY DEFINED  
PERFORMANCE METRICS

OPERATIONAL & COST  
EFFICIENCIES

Upon contract award we establish key financial performance metrics for our site managers such as retention goals, overtime goals, vehicle cost per mile goals, etc. We measure performance against those goals and incentivize our site personnel to achieve those goals.

Finally, we investigate opportunities to improve cost efficiencies including “break-through” initiatives. When we approach an opportunity like this, we do so with “fresh eyes.” The total annual security service hours at FLL and HWO represent a large labor pool. We will continuously explore opportunities to appropriately reduce our security footprint without compromising security. We are actively involved in ACI-NA, AAAE, FAC and other security trade organizations, and will continuously work with our industry partners to assess new technologies that have the potential to achieve breakthrough initiatives to further reduce the total security footprint.

## **INFORMATION DISSEMINATION**

We understand that the team responsible for ensuring security at FLL and HWO includes a number of different entities, including Broward County, Airport Security Management personnel, and various local, state, and federal law enforcement entities. Of paramount importance to all cooperative relationships in achieving a common goal is establishing a clear understanding of everyone’s roles and responsibilities and expected outcomes of the project. Our process includes:

- ✓ Establishing points of contact between the CAS Team and FLL/HWO Security Management.
- ✓ Frequent communications with the Airport Security Management on an agreed-to schedule.
- ✓ Efficient and effective communication processes for both internal and external notification.
- ✓ Timely notifications for resolving technical conflicts or cost/schedule variances.

CAS Management will maintain communication with FLL/HWO Security Management and proposes weekly status meetings to discuss project performance, project cost, and other contract topics. These meetings will allow for swift action to address any out-of-range performance or cost elements.

Additionally, during all operational hours, CAS will ensure a Supervisor is onsite to respond to requests and provide critical information related to performance and incident events in a timely manner. CAS's on-site management and Supervisors will be available 24/7 to immediately disseminate information internally to the frontline workforce and implement any actions as directed or determined needed.

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*Details about CAS's Communication Plan can be found in the Operations Plan section of our proposal.*

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## RELIEF COVERAGE FOR MEALS AND BREAKS

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CAS's approach to relief coverage is designed to ensure uninterrupted security coverage throughout all airport operations while maintaining compliance with applicable labor laws, TSA regulations, and post orders. The plan integrates workforce scheduling, relief management, and deployment logistics to guarantee continuous situational awareness and adherence to security protocols.

CAS will implement a structured relief rotation system to ensure all security personnel receive mandated meal and rest breaks without compromising post integrity or coverage. Relief coverage will be coordinated through the on-duty Shift Supervisor using our scheduling system that provides real-time visibility of post assignments and available relief personnel. Breaks will be pre-scheduled in accordance with shift patterns and Post Orders to ensure predictable and consistent relief coverage. Dedicated relief officers will be assigned to each shift to cover designated posts during breaks. The number of relief officers will be determined based on number and proximity of posts and overlapping break requirements. The Shift Supervisor will maintain continuous radio communication with all posts to manage relief timing and ensure accountability during transitions.

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*Our staffing plan incorporates additional headcount designated for relief coverage, ensuring 100% post coverage during call-offs, sick leave, and other unplanned absences.*

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All security personnel, including relief officers and supervisors, will maintain airport-issued security badges and appropriate clearance levels as required by TSA and the Airport's security directives. To support efficient relief operations across the airport property, we will employ designated relief routes and vehicles as appropriate according to the airport's layout and operational zones.

## Operations Plan

*Contractor must provide the Contract Security Services Administrator with its proposed operations plan. Contractor shall develop and maintain separately an operations plan that includes an operations manual, which must describe the detailed procedures for CSS Personnel. The duties assigned for each position may be modified or reassigned through the operations manual. The Operations Manual must include the following:*

- A. Radio communications.*
- B. Vehicle inspections.*
- C. Employee badge and credential checks.*
- D. Employee communication process, including disseminating short notice security procedures for immediate implementation.*
- E. Generating and disseminating daily activity reports, incident reports, and similar reports detailing the shift events for the assignment and the officer assigned to the assignment.*
- F. Dissemination of time sensitive training and procedural information.*
- G. Preventing the release of security sensitive information.*
- H. Emergency contingency plans.*
- I. Use of technology to track labor hours and prepare invoices for services provided.*
- J. Use of technology to automate timekeeping as a method to track and record employees' work schedules at their onsite assigned posts.*
- K. Check-in and check-out at the assigned post.*

CAS recognizes the importance of a comprehensive and well-structured Operations Plan in delivering effective, consistent, and responsive contract security services. Our Operations Plan addresses key elements of a security program including radio communications, vehicle inspections, employee credential verification, communication protocols, report generation, emergency procedures, and technology. CAS's Operations Manual and Post Orders outline the specific procedures, protocols, and responsibilities for our security team and serve as the foundational guide for day-to-day operations. They are continuously maintained and updated to reflect changes in assignments, duties, and best practices. Our approach ensures that security personnel are equipped with clear, actionable guidance to perform their duties with professionalism, precision, and compliance.

## RADIO COMMUNICATIONS

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CAS will train the FLL/HWO security team on the proper use of County-provided Motorola MOTOTRBO XPR 7550 two-way radios (or similar), to include transmitting information in a clear, concise, and professional manner, and proper handling and storage. Assigned communication devices including cell phones and radios will be securely stored, inventoried during each shift, and provided to on-duty personnel. CAS successfully utilizes a similar radio communications approach at nearly all of our current airport operations.

## VEHICLE INSPECTIONS

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CAS understands the critical function of placing security personnel at each vehicle access gate that provides access to the Secured Area. We have performed this function since 2006 at various airports and for our current security contracts at DEN, MCO, OAK, PDX, PHX, and SFO including:

- ✓ Verification of both vehicle operator and passenger SIDA identification media.
- ✓ Applicable vehicle access authority.
- ✓ Conducting vehicle inspections of each vehicle attempting to gain access to ensure no prohibited items or persons are allowed into restricted areas.

CAS security teams have prevented the introduction of countless prohibited items at airports by discovering firearms, pepper spray, tasers, mace; non-badged individuals being prevented from accessing secured areas; and many other violations. We train our security workforce to maintain vigilance, combat complacency, and the importance of following Post Orders and airport rules and regulations.

## EMPLOYEE BADGE AND CREDENTIAL CHECKS

In strict compliance with Transportation Security Administration (TSA) and airport authority regulations, CAS’s Operations Manual outlines robust procedures for Airport Employee Badge and Credential Checks, including ID Badge Verification, Authentication Procedures, Challenge Procedures, and Access Control Logs.

CAS New Hire training includes Airport Badge Rules and Regulations and SIDA Badge Display and Challenge Requirements. CAS will support the airport security posture and ensure that not only that our employees are displaying proper badges for the areas they are in but will challenge any other individuals in restricted areas not displaying proper badges and report accordingly.

CAS Supervisors will be required to conduct fitness for duty checks of all on duty personnel that will include verifying proper badge display, possession of a current Florida security license, uniform appearance in compliance to CAS standards, and that all are demonstrating the level of professionalism expected by both CAS and FLL/HWO.

As an added benefit, CAS’s C-DRAS™ mobile application can integrate seamlessly with the County’s airport’s security stop list through a secure, encrypted API connection, enabling real-time verification of an employee’s SIDA badge status. When a scanned badge appears on the airport’s stop list, the system immediately triggers a pop-up alert within the app, prompting security personnel to take the appropriate actions in accordance with post orders and airport security directives.

This capability is currently operational at a CAT X client site, where the system utilizes barcode technology to scan SIDA badges. In addition, a new initiative underway at another client site will incorporate optical character recognition (OCR) technology to accommodate badge formats that do not include barcodes, ensuring continued automation, accuracy, and security across varying badge types. CAS’s technology is flexible and can be adapted to meet BCAD’s needs.

## EFFECTIVE COMMUNICATION PLAN

CAS firmly believes that defining expected outcomes is a collaborative effort and requires upfront communication prior to any contract start date. CAS proposes the following expected outcomes relative to technical and cost/schedule performance:

CAS Performance Expectations	
<ul style="list-style-type: none"> <li>✓ 100% Post Coverage – No Open Post.</li> <li>✓ 100% compliance with the contract and Airport Operations SOPs &amp; Post Orders.</li> <li>✓ Dedicated and responsive local management team.</li> <li>✓ Rapid response to newly issued Airport or TSA security regulations and directives.</li> <li>✓ On-call security guards readily available when requested.</li> <li>✓ Preventing unauthorized introduction of prohibited items and people into defined facility locations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Maintaining all required guard qualifications (i.e., suitability, training, licenses, badges).</li> <li>✓ Maintaining high levels of customer service and cultural awareness, including de-escalating potentially confrontational situations.</li> <li>✓ Compliance with CAS uniform and appearance policies.</li> <li>✓ Compliance with CAS Standards of Conduct.</li> <li>✓ Preventing safety incidents.</li> <li>✓ Harassment free workforce.</li> </ul>

We recognize that ensuring a high level of performance at your airports is a team effort that requires continuous open communication from all members of the team. The CAS Project Manager will be the focal point and driver of communications between all team members.

Highlights of our Communication Plan include:

- ★ CAS's Scheduling and Time and Attendance System that allows us to post messages to some or all our workforce in real time. Our Security Officers and Supervisors have constant contact with this system through either their company-issued cell phone or tablet.
- ★ Immediate communication with our workforce through both the County-furnished radios and the CAS-issued cell phones and tablets.
- ★ Shift briefs and frequent Supervisor post checks to pass on pertinent information and communicate with the workforce.
- ★ Weekly CAS Team Management meetings to review project status and open issues.
- ★ Regularly meet with client to review project status discuss open issues.
- ★ Annual performance appraisals of all CAS security staff to document current performance and create improvement plans when needed.
- ★ Quarterly CAS staff meetings, where all levels of the workforce can attend and discuss issues and ask questions.

**Routine Communications.** CAS will issue cell phones to all management personnel, on duty supervision, and security posts to ensure prompt dissemination of critical information including the ability to call, email, and text as needed. Depending on the sensitivity of the information, CAS will determine which channel is most appropriate for relay of the information to prevent unauthorized disclosure or passing information to those without a need to know. Periodic announcements will be made to the entire workforce via Supervisor and Management briefings to ensure the workforce receives up to date information.

**Communication of Critical Information.** We understand there will be times when information must immediately be communicated to the on-duty security team concerning imminent threats or updated security protocols. In these situations, time is of the essence and delays cannot occur. CAS will use technology to assist with immediate information dissemination including using County-provided radios and CAS-issued smartphones that all security staff on duty are required to carry. Additionally, our reporting software allows for a message to be sent electronically to all staff on duty. Depending on the sensitivity of the information, CAS will determine which channel is most appropriate for the information to prevent unauthorized disclosure or passing information to those without a need to know.

Open communication is key to working together as a team, and CAS will ensure the lines of communication remain open throughout the contract. CAS's Project Manager will actively enable communication and facilitate information flow from the front-line workforce of Security Officers all the way to CAS corporate management, leaving no voice unheard or issue unresolved.

## DAILY ACTIVITY AND INCIDENT REPORTS

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CAS maintains a comprehensive and fully integrated reporting and documentation system designed to ensure transparency, accountability, and timely communication of all operational activities. Our process for generating and disseminating Daily Activity Reports (DARs), Incident Reports (IRs), and other shift-related documentation ensures that both the assignment details and the officer on duty are accurately captured and communicated in real time.

**Daily Activity Reports (DARs).** Security officers complete electronic DARs using CAS's C-DRAS™ secure mobile reporting platform at the conclusion of each shift. These reports summarize all relevant activities, patrols, and observations. DARs are automatically timestamped and transmitted through our centralized reporting system to designated airport security management personnel and Airport representatives. Reports can be viewed in real time or retrieved via secure web portal access.

**Incident Reports (IRs).** Incident Reports are generated immediately upon occurrence of any event requiring documentation such as security breaches, access control violations, medical responses, or safety hazards. The reporting officer initiates the report through the mobile app, which prompts required data fields, categorization, and narrative descriptions. Supervisors review and approve all IRs prior to submission to airport management. Where applicable, notifications can be configured to alert the Airport Security Coordinator and other designated stakeholders automatically.

**Electronic Reports.** As a cornerstone of CAS's Quality Assurance approach, we have implemented an electronic tracking and reporting system that uses smart phone technology placed at each security post. (1) incident report creation and submission; (2) daily activity reports creation and submission; (3) documenting vehicle searches conducted; (4) documenting property and person searches conducted; (5) documenting all AWS related performance to provide to both Airport and TSA points of contact; and (6) supervisory post checks to include fitness for duty. The data will be readily available to the Airport for review via secure direct connection to this data with the ability to filter and sort to easily review.



*Electronic Daily Activity & Incident Report templates can be customized for FLL/HWO.*

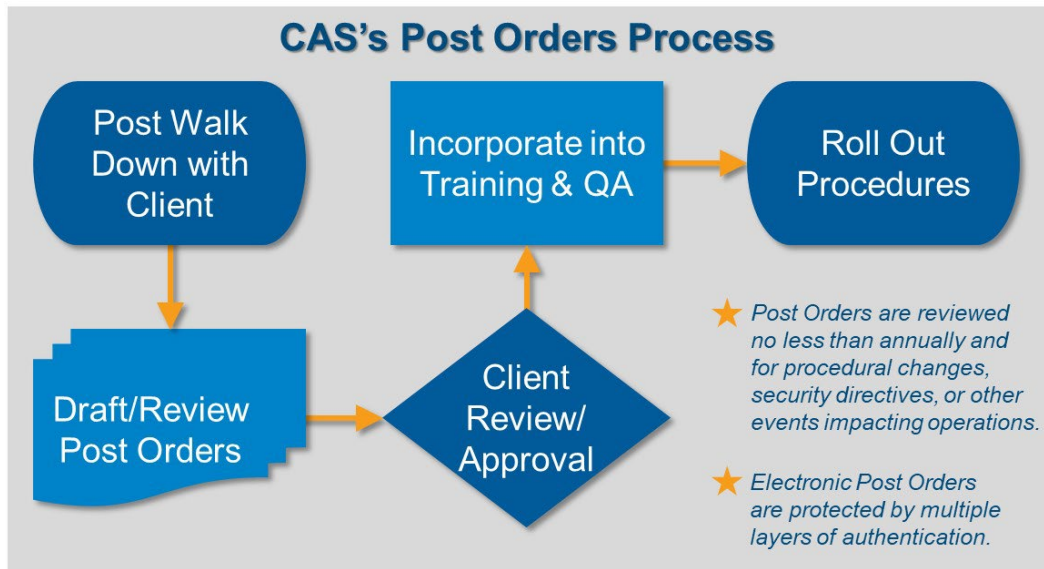
Additionally, CAS provides electronic pre-formatted Incident and Daily Activity Reports for real time reporting. All on-duty CAS personnel will have secure mobile devices with a direct secure connection to this system. All CAS employees receive training in Incident Report writing and completing Daily Activity Reports. Supervisors are trained in accessing their assigned security officer's information, including Daily Activity Reports on a tablet as well as looking at the reports on the officer's smart phone. Reports can be exported in multiple formats (PDF, CSV, or XML) and disseminated according to the airport's preferred reporting schedule or integrated with the airport's existing incident management systems via secure API connections. These reports can be customized to the Airport's requirements and generated at a moment's notice and sent via email. Incident reports will be reviewed by Supervisors and sent to the Project Manager for final review before submitting to the Airport.

**SITE-SPECIFIC POST ORDERS**

We understand the critical importance of the Airport Security Program and ensure that all procedures carried out by our contract security workforce are fully aligned with its requirements and all applicable regulations. CAS has significant experience writing Standard Operating Procedures and Post Orders to meet procedure requirements. We perform this routinely as part of our contract at multiple airport sites and ensure our site leadership can proficiently accomplish this critical function. A recent example is our proven experience developing and implementing AWS procedures and Post Orders to ensure our airport clients' compliance with the TSA National Amendment. We can assist with drafting initial Post Orders as well as updates as the Airport determines necessary or in response to TSA Regulations and Directives.

CAS's demonstrated experience operating to 49 CFR Part 1542 requirements and contract directives includes developing, controlling, and maintaining deliverables, plans, policies, and written orders that incorporate these requirements and serve as the basis for performing and managing the security services. We work closely with our clients to develop site specific procedures that are then incorporated into our training curriculum and Quality Assurance program. Procedures and post orders are reviewed

regularly, no less than annually, and updated to ensure they fully and accurately reflect current security directives, procedural changes, and events that impact operations.



## SENSITIVE SECURITY INFORMATION HANDLING

CAS's approach to managing Sensitive Security Information (SSI) is in direct recognition that the integrity and effectiveness of the aviation security system is based on protecting this information and that any compromise of SSI has national security implications. CAS will implement procedures for the marking, storage, transmission, control, access, safeguarding, disclosure, and destruction of SSI. CAS will train all new hire employees to understand SSI, how to identify, and the proper handling procedures. Recurrent training will be provided to refresh knowledge and awareness of this topic.

CAS's C-DRAS™ data and infrastructure have effective security controls in place such as restricted access, encrypted API connections, encrypted databases and regular off-site, secure backup storage. Dissemination of information, including electronic post orders, complies with SSI regulations.

## BUSINESS CONTINUITY PLAN

From our experience working at airports nationwide, we understand that emergency situations may require staffing level adjustments or additional resources. CAS managerial and supervisory staff are trained in how to identify these types of situations early and proactively respond. CAS develops a site-specific Continuity of Operations Plan (COOP) tailored to the unique characteristics of each location and the possible events that can disrupt operations. For FLL/HWO specifically, we propose that our plan cover inclement weather (including hurricanes, thunderstorms, high winds, flooding, and heat waves), infrastructure interruptions, power outages, and other heightened security conditions (including active shooter response, protests, and rioting). This will include situations when airport access roads are unpassable and/or transit systems are not operating (including contingency measures for supporting on duty staff stranded at the airport). We will work with Airport Security personnel in developing the COOP so that it seamlessly integrates into each airport's emergency response to ensure that our actions support the response expected by the County and the Airport. Once approved, the plan will become part of our standard new hire training with modules on emergency response to properly prepare our workforce. All levels of our CAS FLL/HWO site security team from the Project Manager to the frontline Security Officers will complete COOP training.

Our COOP will detail roles and responsibilities and the actions expected by our managerial and supervisory staff. The plan will designate the site Project Manager as the CAS-FLL/HWO Incident

Commander in Charge, who will provide direction to all on duty CAS personnel at their respective site. Our Incident Commander will be tasked with ensuring a swift and proper response. The Incident Commander will remain in contact with site security personnel and will disseminate instructions and information to our on-duty team accordingly. They will be also tasked with: (1) coordinating additional resources as needed, (2) conducting roll calls of on duty personnel to confirm status and work assignment, (3) coordinating oncoming employee response, and (4) working seamlessly with the County and Airport to respond as the emergency event evolves toward returning to normal operations.

## CUSTOMIZABLE INTEGRATED TECHNOLOGY

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**Using Technology to Track Labor Hours and Prepare Invoices.** CAS leverages its Human Resource Management System (HRMS) to efficiently track labor hours and support accurate, timely invoicing for services rendered. Labor hours are recorded through web-based timesheets, which are integrated into the HRMS platform. This data flows directly into the billing process, ensuring consistency and reliability.

The Project Manager, in coordination with the CAS Finance Department, reviews all timekeeping data to validate labor hours and confirm that billing aligns with contractual requirements. Following this verification, CAS's accounting system generates invoices that are fully customizable to meet client-specific formats and requirements. All invoices are delivered in the requested format and include complete supporting documentation to ensure transparency and facilitate timely approval.

**Using Technology to Automate Timekeeping.** CAS utilizes a range of technology-driven solutions to automate timekeeping and accurately track employee work schedules at their assigned posts. These options are tailored to meet the specific needs of each client location and include:

- ★ **Integrated HRMS Timeclock** – A timekeeping feature built directly into the Human Resources Management System (HRMS), enabling seamless clock-in/out functionality.
- ★ **HRMS Mobile Application** – A mobile app-based timeclock that allows employees to record time from their assigned duty locations using duty phones or tablets.
- ★ **Web-Based Timeclock Interface** – A browser-accessible timekeeping solution that can be deployed to duty phones or tablets for convenient, on-the-go use.
- ★ **C-DRAS™ Mobile App Timeclock** – A timekeeping function embedded within the CAS-developed C-DRAS™ mobile app, designed specifically for field operations.

Regardless of the method deployed, CAS site management teams maintain active oversight of all work schedules. Any discrepancies or variances are immediately identified and addressed to ensure accurate attendance and invoicing as well as compliance with post requirements.

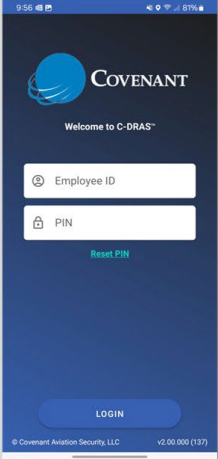
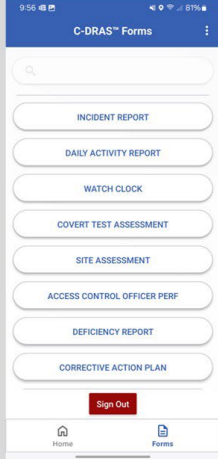
**Checking-In and Out at Assigned Post.** Employees are required to check-in at their assigned post prior to the start of their scheduled shift using a CAS-provided electronic device or other approved C-DRAS™ interface. Employees are required to check-out upon being properly relieved and at the conclusion of their shift using the same method. CAS has developed a Post Check-In and Check-Out feature within C-DRAS™. This technology enables personnel to electronically record their arrival and departure times at assigned posts, providing real-time accountability and enhancing site-level oversight.

**Covenant Data Reporting & Analytics Software (C-DRAS™).** CAS's integrated technology platform delivers secure access to real-time data, user-friendly interfaces, and robust reporting capabilities. Employees have direct access to C-DRAS™ through the app on their mobile phone with one-way secure data entry. The Covenant Reporting System provides CAS management and customers with completely customizable reporting capabilities. Our system captures a wide range of data including security officer qualifications and certifications, scheduling, empty post notifications, and number of new hires in the pipeline. Dashboards can be tailored to specific customer requirements and C-DRAS™ can easily be adapted to provide data tracking and reporting relevant to Airport security operations.

Based on reporting expectations established during transition, we propose using our Covenant Data Reporting & Analytics Software (C-DRAS™) to support the Airport’s security goals. Our comprehensive approach to quality assurance leverages technology to provide critical access to real-time data, user-friendly interfaces, and robust reporting capabilities. CAS’s C-DRAS™ technology includes a secure portal for employees to log in and view information and an electronic reporting platform.

### Covenant Data Reporting & Analytics Software (C-DRAS™)

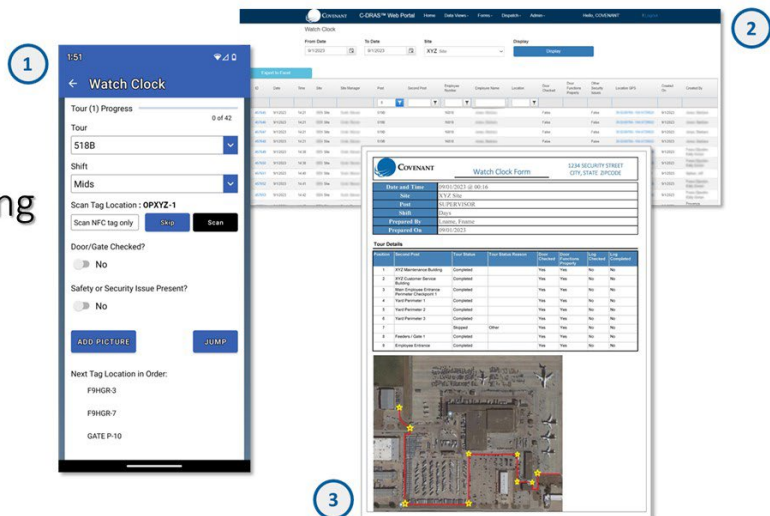
- > Mobile app and web-based data capture and reporting system.
- > Robust, user-friendly application, offering full capabilities with intuitive functionality.
- > Captures a variety of operational activities including:
  - ★ *Incident Reporting*
  - ★ *Secure Operations Documents access*
  - ★ *Daily Activity Reporting*
  - ★ *SIDA badge checks (with Stop List integration at select operations)*
  - ★ *Device location tracking & mapping*
  - ★ *Property searches, guard inspections, and more*
  - ★ *Watch clock tours*
  - 
  - ★ *Timeclock*
- > Deployed using Covenant’s centrally administered mobile device management tools.
- > Secure access and encrypted database connection.
- > Web browser portal for managers to view and edit activity records.
- > Print/export records and reports using Covenant’s secure-access reporting server.

**Dynamic Touring System.** CAS uses a web-based patrol and touring management system that allows for real time reporting and accessibility twenty-four hours, seven days per week. Using hardware and carrier-independent smart phones, our system goes above-and-beyond the typical wand and base unit configuration. In addition to the GPS locating component, the touring system allows security staff to generate real-time inspection reports complete with photographing capability. The tracking system can be customized to client requirements with reports generated at a moment’s notice via email.

Security personnel access the touring system through a secure login on a CAS mobile device. ① As tours are completed, inputs are captured and saved to an encrypted SQL database, where security staff can view tour information from CAS’s C-DRAS™ web portal **24/7**. From the web portal, security staff can easily navigate and filter on both real-time and historical data. ② CAS can customize data views and users can drill-down on individual selections to view additional details like individual tours that include route maps. ③ Detailed report templates can be tailored to client requirements and generated at will or as scheduled and sent via email.

## CAS’s Integrated Touring Management System

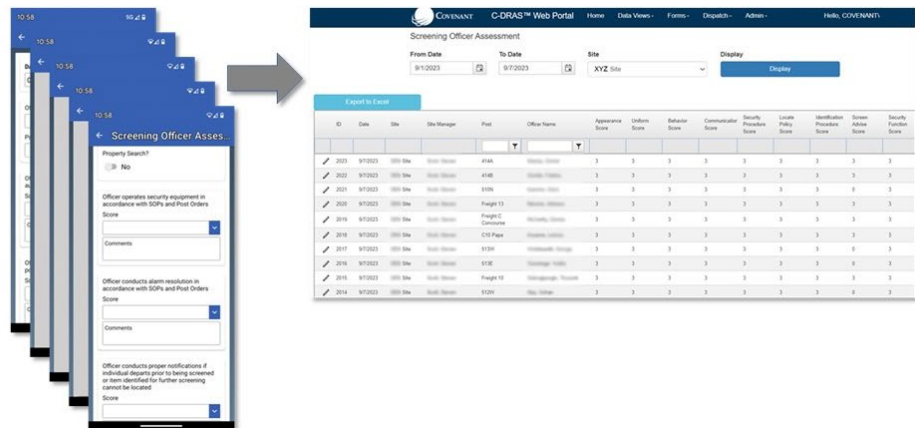


The image displays three numbered screenshots of the CAS Integrated Touring Management System:

- 1:** A mobile app screen titled "Watch Clock" showing tour progress (0 of 42), tour ID (S18B), shift (Mids), and scan tag location (OPXYZ-1). It includes buttons for "Scan", "ADD PICTURE", and "JUMP".
- 2:** A web portal interface showing a "Watch Clock Form" with fields for Name and Email, and a table for "Tour Details" with columns for Station, Description, and various status indicators.
- 3:** A satellite map view showing a route with yellow markers and a red line, overlaid on an aerial photograph of an airport terminal.

**Active Performance Management.** Assessments of all officers are completed regularly to include security skills and knowledge, professional conduct, appearance, and customer service. CAS Supervisors and the Site Management team continuously assess security officer performance and fitness for duty (daily) as well as verify uniform compliance, checking that all uniform components are correctly worn and in good condition. Additionally, formal random testing and quizzing is conducted on no less than a weekly basis. Audits will be all encompassing to include procedural assessments based on Post Orders and SOPs, personal appearance standards, and customer interaction.

## CAS's Electronic Security Officer Assessment



Security Officer Assessment Forms are completed electronically using CAS secure mobile devices with the resulting data captured in C-DRAS™ where it can be easily viewed and filtered. Results are evaluated and immediate corrective action is taken to address issues and performance deficiencies.

**Performance Dashboard.** Our dashboard provides a snapshot of the security program's performance. Key performance metrics are displayed along with performance indicators critical to our clients to ensure our training program is effective and we are meeting contract requirements. Performance results are used to document current performance, report corrective action plan progress, and identify improvement opportunities. Tracking performance measures allows our teams to take immediate corrective action if issues arise.

**Enhanced Reporting Capabilities.** Information is critical to security operations, and CAS recognizes that our clients need timely, accurate, and professionally documented reporting of security activities. Leveraging well defined procedures with the latest information technology, we ensure critical information is judiciously captured and provided to those in need of the information in a timely manner. CAS works closely with each client to ensure we fully understand specific needs to provide the required information in the most timely, accurate, and suitable format. Reports can be submitted electronically in a standard template form, replacing the manual process of scanning and hand-delivering hard copies.

Our customers have 24/7 secure access to the reporting system where they can easily navigate and filter on real-time data. All data views can be customized for each client and users can drill-down on individual selections to view additional details. Detailed report templates can be tailored to customer requirements and generated at will or as scheduled and sent via email. Data may also be exported in various formats including Excel.

By leveraging our expertise and cutting-edge technology, CAS aims to enhance the security posture at FLL and HWO while seamlessly integrating with existing systems and processes. Together, we can create a safer and more secure environment for your passengers, employees, and assets.

**Compatible and Scalable.** At CAS, we understand the critical role that technology plays in modern aviation security. Our proposal includes a robust technological framework that can be deployed as a standalone system or integrated seamlessly with existing systems, enhancing security measures without disrupting current operations.

- ★ **Complementary System Architecture.** Our system is designed to function independently or complementary to the infrastructure already in place. Rather than replacing existing technologies, CAS's C-DRAS™ can seamlessly integrate with the airport's systems, to enhance their capabilities and fill any potential gaps.
- ★ **Collaborative Approach.** We believe in collaboration and partnership. Our team will work closely with the Airport's IT department to ensure smooth integration of our technology stack. By leveraging existing infrastructure and expertise, we can minimize implementation time and maximize efficiency.
- ★ **Enhanced Monitoring and Analysis.** Our system offers advanced monitoring and analysis capabilities that supplement our clients' existing systems. Through real-time data analytics, we can identify potential issues more efficiently, enabling proactive response to performance concerns.
- ★ **Customization and Scalability.** Every airport has unique security requirements. Our technology platform is highly customizable, allowing us to tailor solutions to meet the specific needs of the Airport. Additionally, our system is scalable, capable of accommodating future expansions or upgrades as the Airport grows.
- ★ **Training and Support.** We provide comprehensive training and ongoing support to the security staff. Our experts will ensure that our security personnel are fully proficient in utilizing all technology, maximizing its effectiveness.
- ★ **Continuous Improvement.** Technology is ever evolving, and so are security threats. We are committed to continuous improvement and innovation. Our team will stay abreast of the latest advancements in aviation security technology, ensuring that your Airports remain at the forefront of security excellence.

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*We welcome the opportunity to provide the County and the Airport with a demonstration of our system as well as share details of our experience with implementation and customization.*

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## Staffing Contingency Plan

Contractor must provide the Contract Security Services Administrator with its proposed staffing contingency plan. The staffing contingency plan must include the following:

- A. Emergency response plan as identified within Surge Requirements, as defined in Section 2M.
- B. Timeframe for deploying or redeploying staff.
- C. Plan for allocating additional coverage hours.
- D. Compliance with the State of Florida licensing requirements.
- E. Security badging and training plan for new and existing employees.
- F. How Contractor will resolve routine staffing issues to ensure all posts have required coverage.

**Contingency Planning.** We understand that ensuring “No Open Posts” requires contingency plans to address unforeseen security officer staffing shortages, including sick time. Our Site Managers take prompt action to address staffing deficiencies followed by addressing the security officer’s performance if needed. To ensure that all posts are covered, CAS implements the following measures as needed:

- 1) Maintaining an active “flex-force” of part-time guards for post reliefs, replacements, additional work, and contingent services.
- 2) Using minimal overtime to address fluctuating officer post hour requirements (i.e., non-routine work) and short-term staffing needs.
- 3) Ongoing recruitment to ensure a viable “pressurized” pipeline of qualified new hire candidates.

## EMERGENCY READINESS FOR RAPID RESPONSE

CAS has extensive experience supporting emergency and unplanned security requirements at airports resulting from increased security threat levels, additional post requirements, and natural disasters. Examples of this firsthand experience include hurricane and tropical storm preparedness at Orlando International Airport (MCO), earthquake response at San Francisco International Airport (SFO), response and recovery operations related to the crash of Asiana flight 214 at SFO and assisting law enforcement officials escorting cruise ship passengers stranded at the Port of Oakland during the COVID-19 pandemic.

Additionally, our teams have experience in supporting a wide range of requests to provide access control, vehicle and personnel inspections, and escort services to tenants and other airport contractors for seasonal work, airport construction/expansion requirements, government agency exercises, and longer-term situations where additional staff are needed, often with little notice.

We implement various tools to support immediate and short-term assignments including flexible scheduling, dedicated relief officers, cross-training across shifts/posts, and a pool of qualified part-time officers available to work additional hours. An outline of CAS’s comprehensive plan for providing trained and qualified CSS personnel to meet the surge requirements outlined in the RFP Specifications and Requirements 2.5 is provided below:

CAS Onsite Emergency Call-Up Response Plan	
<b>Staffing Structure</b>	<p><b>Security Personnel Roster Management:</b> Maintain an up-to-date database of all trained and badged security officers and monitor real-time availability of security personnel.</p> <p><b>Shift Management:</b> 1) Maintain a schedule with clear shift patterns and on-call personnel, 2) Schedule additional relief officers on each shift who can also be deployed on short notice to fulfill additional assignments, and 3) Develop and maintain a list of guards available for emergency call-ups.</p> <p><b>Subcontractor Personnel:</b> Utilize established certified CBE partners to meet emergency call-up staffing requirements. Note: CAS’s proposed CBE subcontractor</p>

## CAS Onsite Emergency Call-Up Response Plan

	<p>is verified to have ~60 licensed Security Officers in the Broward County area and ~140 in the state of Florida.</p> <p><b>CAS Orlando Security Team:</b> Leverage CAS personnel from our MCO operation who possess Florida Class “D” Security License and can be badged and cross trained in case of an emergency.</p>
<p><b>Emergency Notification Procedures</b></p>	<p><b>Contact Protocol:</b> 1) Establish direct communication lines (phone, email, and messaging systems) with Airport Representatives (to be instituted during transition and regularly reviewed/updated), 2) Implement automated alert system for immediate notification of emergency situations, and 3) Ensure receipt of the emergency call is promptly acknowledged.</p>
<p><b>Rapid Deployment Strategy</b></p>	<p><b>Central Coordination Hub:</b> The on-site office will be designated as the central command center with the Project Manager or most senior duty manager responsible for verifying the status of the surge team. Coordination will be done through the dispatch center with the dispatcher(s) trained in the Emergency Call-up Response playbook, including surge staffing, roles/responsibilities, and procedures.</p> <p><b>Transport Arrangements:</b> Coordinate with transportation providers for swift movement of guards to the site.</p> <p><b>Initial Security Officer Dispatch:</b> Deploy a preliminary team of security officers to the airport promptly upon activation of the response plan. This initial team will provide immediate on-site presence while the dispatch center confirms and processes the remaining personnel assignments.</p> <p><b>Full Team Deployment:</b> Rapidly scale staffing to meet full emergency operational requirements. All remaining security personnel will be coordinated through the dispatch process to ensure complete on-site coverage to meet surge requirements for additional CSS Personnel (qualified, as required by the Agreement, including having a badge) available to provide Service when notified by the Contract Security Services Administrator.</p> <ul style="list-style-type: none"> <li>A. Within twenty-four (24) hours of notice, up to ten (10) additional CSS Personnel.</li> <li>B. Within forty-eight (48) hours of such notice (i.e., within 24 hours of the above notice), up to ten (10) additional (i.e., up to twenty (20) total) CSS Personnel.</li> <li>C. Within seventy-two (72) hours of notice (i.e., within 24 hours of the above notice), up to twenty (20) additional (i.e., up to forty (40) total additional CSS Personnel).</li> </ul>
<p><b>Resource Management</b></p>	<p><b>Personnel:</b> Assign security officers based on skill sets/experience relevant to the type of emergency. Form specialized teams for high-security or high-risk situations if necessary.</p> <p><b>Equipment and Supplies:</b> Ensure all security personnel have necessary equipment and supplies readily available and maintain emergency kits at the central coordination hub for quick deployment.</p>
<p><b>Communication and Coordination</b></p>	<p><b>Internal Communication:</b> Establish command center for real-time communication and coordination and provide regular updates to Aviation Department Security and other relevant stakeholders.</p> <p><b>External Coordination:</b> Maintain open lines of communication with Airport Operations for situational updates and support and coordinate with local emergency services if required.</p>
<p><b>Post-Emergency Procedures</b></p>	<p><b>Debriefing:</b> Conduct after action debrief to review the response and identify areas for improvement and provide a detailed report to Aviation Department Security on the response and any issues encountered.</p>

## CAS Onsite Emergency Call-Up Response Plan

**Feedback and Continuous Improvement:** Gather feedback from the Airport Representative and stakeholders involved and update SOPs, Post Orders and training based on feedback and lessons learned.

**CAS Tiger Team.** Members of the CAS Operations leadership team are actively engaged in emergency response and quickly mobilize on-site as necessary. This senior-level team of subject-matter experts has extensive firsthand experience leading Aviation Security emergency operations and are Airport Certified Employees (ACE) – Airport Security. They will provide hands-on support to the local security operations team, applying practical knowledge of aviation security protocols and crisis management to make informed decisions and implement effective solutions swiftly.

**Long-Term Assignments.** For longer term needs, CAS will maintain a robust pipeline of prequalified applicants. We stand prepared to promptly hire additional staff with minimal new-hire onboarding time. CAS creates this ‘ready pool’ by processing new hire candidates through our recruitment process up to the point of having to submit the candidate for an airport SIDA Badge. This ‘ready pool’ allows CAS to access and deploy a larger workforce when needed.

**Additional Emergency Training.** CAS has also found it beneficial to participate in Airport conducted emergency planning exercises. When invited, CAS managerial staff and other invited employees attend and participate to ensure we understand the expected Airport response. This has proven invaluable at our client sites, which includes attending an exercise to review the response to the discovery of a possible improvised explosive device in the terminal area of the airport at SFO and Active Shooter Tabletop Exercise at OAK as well as similar exercises at other airports. We commit to participating in these training exercises and other preparedness opportunities at FLL and HWO.

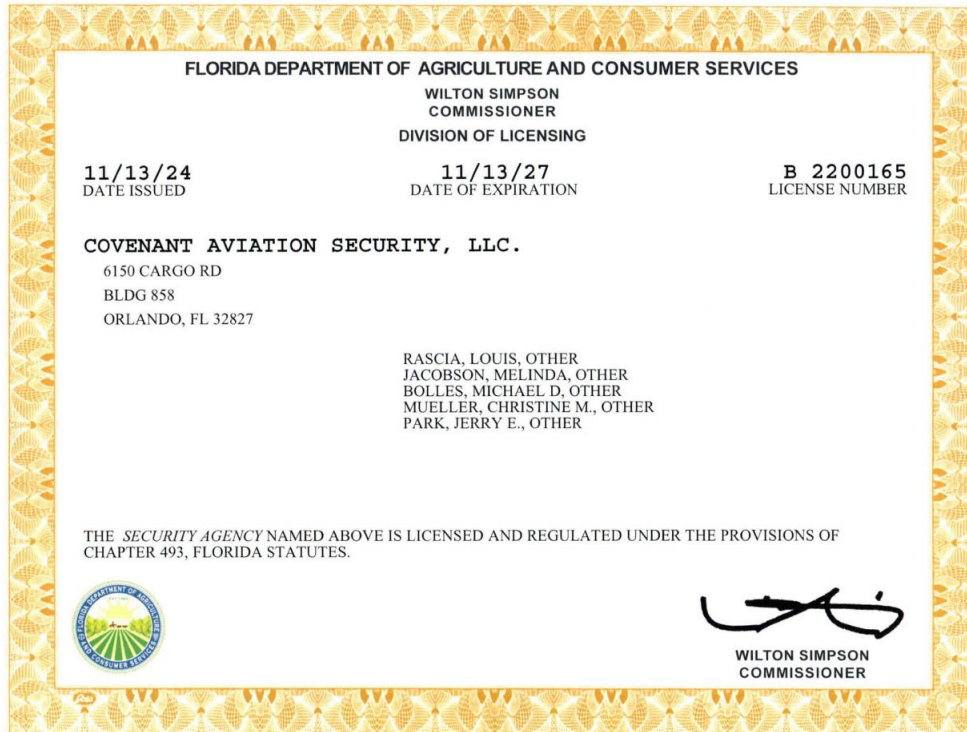
**Short Term Responses.** CAS has extensive experience responding to and supporting contingent operations due to emergency events and natural disasters. This includes responding to inclement weather (hurricane, tropical storm, tornadoes, sandstorm, significant snow) at our MCO, IAH, HOU, PHX, and ORD sites as well as earthquake preparedness at our sites in California. CAS is ready to respond in all situations to include even the unanticipated system and power outages that require implementation of continuity plans and working with various stakeholders to minimize the impact to operations.

**Continuity of Operations (COOP).** All CAS employees will receive new hire and reoccurring training on emergency contingency plans. The training follows our Continuity of Operations (COOP) guidelines and will ensure the CAS Security Officers fully understand the primary mission of CAS during an emergency is to work with Airport personnel to ensure the integrity of the airport security system. Our objectives are to:

- ✓ Minimize loss of life, injury, and property damage
- ✓ Mitigate the duration, severity, or pervasiveness of disruptions that do occur.
- ✓ Resume essential functions and return to normal operations in a timely and orderly manner.
- ✓ Protect essential facilities, equipment, records, and assets.
- ✓ Ensure the continuous performance of essential functions and operations.
- ✓ For inclement weather conditions (tornados, hurricanes, lighting, extreme heat, snowstorms, etc.) or other serious conditions, CAS employees and Supervisors are trained to:
  - › Secure the post location or evacuate as directed.
  - › Verify all employees staffed at the effected post are accounted for.
  - › Locate emergency exits and report to evacuation sites (when applicable).

## COMPLIANCE WITH THE STATE OF FLORIDA LICENSING REQUIREMENTS

CAS is fully licensed and in continuous compliance with all State of Florida statutory and regulatory requirements governing the provision of security services. CAS will maintain all required agency and personnel licenses, certifications, and approvals throughout the term of this contract in accordance with Chapter 493, Florida Statutes, and all applicable rules administered by the Florida Department of Agriculture and Consumer Services (FDACS), Division of Licensing.



CAS has maintained full compliance with Florida licensing regulations since 2007, beginning with our security services contract at Orlando International Airport (MCO). This longstanding record of compliance demonstrates our deep familiarity with state regulatory frameworks and our commitment to upholding the highest professional and legal standards in all aspects of contract performance.

Additionally, all CAS Contract Security Staff (Officers, Supervisors, and Managers) will possess and maintain Security Officer license Class “D” in accordance with FL Statute 493.6111, 6301, and 6303 throughout the span of the contract. The CAS Training Coordinator will maintain a Certified Protection Officer Instructor (CPOI) Class “DI” Security Officer Instructor license.

## SECURITY BADGING AND TRAINING PLAN FOR NEW AND EXISTING EMPLOYEES

**Security Badging Plan.** CAS understands the critical importance of establishing the airport SIDA badge and U.S. Customs seal process early in transition to prevent any disruption to the security operation. Upon notice to proceed, we will work with the Airport to initiate the security badging sponsorship process and have included this as an action during the first week of transition. Once sponsored, we will provide a minimum of a primary and secondary Authorized Signer who can then manage the badging process for CAS’s operation. We will work collaboratively with the FLL/HWO badging point of contact to determine how the Airport would like to transition incumbent personnel to badging under CAS. CAS will complete all Airport required actions to ensure incumbent personal have an approved and active SIDA badge with a Customs Seal upon CAS assuming operations.

For new employees, CAS will complete the required application process, background checks, and computer-based training prior to any new hire being issued an Airport SIDA badge with a Customs Seal.

CAS will document the issuance of the Airport SIDA badge and train all employees on the importance of proper use, secure storage of the badge, and requirement to return upon separation.

CAS will maintain a robust pipeline of prequalified applicants to ensure staffing continuity. This approach enables us to promptly hire and train additional personnel with minimal onboarding time. To achieve this, CAS establishes a “ready pool” of candidates who have completed all pre-employment screening, interviews, and preliminary background checks, advancing through our recruitment process up to the point of airport SIDA Badge submission.

For existing employees, CAS enforces continued compliance through continuous license and badge renewal monitoring, as well as mandatory ongoing training. We utilize a Human Resource Management System (HRMS) to assign, track, and document refresher courses, policy updates, and annual recertifications. The HRMS also alerts management of upcoming training deadlines or credential expirations, ensuring no lapse in compliance.

**Training Plan.** CAS maintains a comprehensive and scalable training program designed to ensure that both new hires and existing employees are fully qualified, compliant, and mission ready. Our training framework is structured to meet the regulatory requirements of aviation security while allowing us to rapidly onboard and deploy qualified personnel when staffing contingencies arise.

CAS’s pressurized pipeline of prequalified applicants supports rapid training and deployment of new employees, positioning this “ready pool” of candidates to be trained immediately on SIDA Badge approval. This proactive strategy allows us to immediately initiate airport-specific badging, orientation, and security training upon notification of a staffing need. As a result, new hires can be fully trained, badged, and deployed in a significantly reduced timeframe.

CAS ensures that all existing employees remain proficient, compliant, and current through an established program of recurring and refresher training as well as periodic emergency training drills.

Through this structured approach, CAS ensures both new and existing employees are properly trained, credentialed, and ready to perform, supporting uninterrupted, high-quality airport security operations.

## **RESOLVING ROUTINE STAFFING ISSUES TO ENSURE REQUIRED COVERAGE OF ALL POSTS**

CAS understands that maintaining uninterrupted security coverage is essential to the safety and operational continuity of the airport. Our staffing contingency plan is built around a proactive, multi-layered approach to ensure that all posts are consistently staffed, even under routine or unexpected personnel challenges.

At the core of our strategy is our “No Open Posts” approach, which ensures that every security post is fully covered at all times. The key elements of our contingency staffing plan include:

- ★ **Technology-Driven Scheduling and Resource Loading.** We utilize a robust Timekeeping/Scheduling System to manage shift assignments in real time. This system enables us to forecast staffing needs using historical data and peak traffic trends, automatically flag potential shortfalls or coverage gaps, and quickly reassign personnel based on availability and qualifications.
- ★ **Proactive Overstaffing and Leave Management.** We analyze historical absenteeism and leave trends to intentionally overstaff critical shifts or peak periods where higher callouts are anticipated. Our management team actively monitors personal leave requests, training schedules, and planned time off. This enables early identification and backfilling of potential vacancies before they impact coverage.
- ★ **On-Call and Call-In Personnel.** We maintain a pool of on-call and call-in personnel who are trained, vetted, and ready to be deployed on short notice. These individuals are incentivized through flexible scheduling, commit to specific availability windows to support real-time deployment, are cross-trained, allowing them to fill multiple post types as needed.

- ★ **Cross-Training for Workforce Flexibility.** Our cross-training program ensures that officers are qualified to work across various posts, increasing our flexibility and responsiveness. This allows supervisors to reassign available staff quickly without compromising post requirements ensuring operational readiness across all posts and positions.
- ★ **Communication and Escalation Protocols.** Our scheduling team and site supervisors are empowered to escalate any anticipated staffing issues. In the event that a post cannot be filled without incurring overtime or triggering a deviation from the norm, we will 1) Immediately notify the Airport Contract Security Services Administrator or designated authority, and 2) Seek approval for any overtime or alternate staffing adjustments in advance.
- ★ **Use of Part-Time Workforce.** We strategically leverage part-time personnel to minimize overtime and maximize availability for backfilling needs. Part-time officers are integrated into our scheduling matrix to provide added flexibility during shortfalls.

Through this structured and proactive approach, CAS ensures that routine staffing issues are addressed efficiently, minimizing disruption and maintaining the integrity of the airport's security posture at all times.

## Quality Control Program

*Contractor shall establish an internal Quality Control Program to ensure the requirements of the Agreement are met.*

- A. The Quality Control Program shall include the following:
  - 1) Requiring practical on-site testing at least once per week on a random basis.
  - 2) Describing the types and methods of practical testing.
  - 3) Noting the dates and times of occurrences for quality control compliance and outcome.*
- B. The Quality Control Program shall provide descriptions of post inspections and the responsibilities of all employees, such as:
  - 1) Maintenance of equipment and uniforms.
  - 2) Knowledge of Post Orders.
  - 3) All applicable updated Post Orders are available at each location.
  - 4) Frequencies of inspections and whether they are announced or unannounced.
  - 5) Procedures for correcting deficiencies and the timeframes for correcting the deficiencies.
  - 6) Procedures for maintaining training certification requirements and other quality controls as deemed necessary by the County.
  - 7) Any other key performance indicators as requested by the Contract Security Services Administrator.*
- C. The Quality Control Program should include a summary report of the results of the Quality Control Program, which must be provided to the Contract Security Services Administrator upon request. The Quality Control Program must be specific and unique to address and fulfill the Agreement obligations at the Airport.*

## CONTRACT COMPLIANCE

CAS believes that the foundation for ensuring contract compliance is a clear understanding of our roles and responsibilities related to the contract statement of work. To achieve and sustain full compliance, CAS follows a structured and repeatable process that ensures alignment between contractual obligations, operational execution, and performance oversight. Our contract compliance process includes the following key steps:



This process allows us to meet with the County and Airport officials during transition to clearly understand our expected performance and update our performance monitoring system to ensure we track all statement of work performance metrics in addition to any concerns.

CAS will continuously and actively track operational performance metrics. Our quality control process will be based on the daily collection of performance metrics tied to the contract Statement of Work, Airport requirements, SOPs, Post Orders, client expectations, and CAS programs and procedures and corporate goals. The daily reports will be compiled into weekly performance summaries that our Site Managers can use to analyze contract performance and make corrective action when necessary. At the end of each month, the weekly performance summaries will be compiled into a monthly report that the Project Manager will submit to the CAS Vice President of Commercial Operations and CAS Vice President of Quality Assurance and Training to report contract performance. The monthly report will also be available to Airport leadership.

CAS will also use client-reported deficiencies, CAS independent audits, CAS covert testing, and local performance evaluations to assess quality. The results of these are reviewed and incorporated into our Quality Control reports with appropriate corrective action taken to resolve deficient performance. All monthly reports will be compiled annually, performance reviewed, and performance measures updated, when applicable, for the upcoming performance year.

## QUALITY ASSURANCE PLAN

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At CAS, we firmly believe in the adage “you can’t manage what you don’t measure.” Our Quality Assurance Program goes beyond simple inspection and “out-of-tolerance” identification. We take a holistic, integrated approach that combines stringent quality control with a keen focus on continuous improvement to ensure we dependably deliver high-quality security services and meet all contract requirements. Consistent with the precepts of ISO 9000, CAS’s approach allows us to effectively monitor and document workforce performance and identify performance opportunities.

CAS’s Quality Assurance Plan is designed to: (1) reinforce the new hire, recurrent, and remedial training employees receive; (2) ensure that officers fully understand and can apply SOPs, Post Orders, policies, and customer service expectations; (3) collect measurable performance data to document and analyze workforce performance; (4) identify performance trends to assess where our processes and procedures are yielding positive results; (5) assess opportunities to enhance performance using our formal continuous process improvement program; (6) provide prompt reporting of our QA data; and, (7) when deficiencies are found, resolve them through corrective action plans and root cause analysis.

CAS quality assessments are conducted continuously by front line Supervisors and overseen by local management including the Program and Site Managers. These include routine and non-routine checks, scheduled and random (including covert) tests with results documented, corrections identified, and timelines assigned and verified for completion.

## PERFORMANCE MANAGEMENT

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As the first line of defense against potential threats, making sure our security teams properly trained to adhere to strict aviation security protocols is crucial to maintaining safety and security at the County’s airport sites. CAS’s comprehensive training and quality assurance programs ensure security officers can effectively monitor critical areas, manage access control, and respond to emergencies all in accordance with regulations. Our approach is built on a comprehensive framework that focuses on consistent training, continuous oversight, and ongoing quality assurance.

**Hands-on Supervision.** At CAS, we prioritize strong on-site leadership by ensuring consistent management and supervisory coverage across all shifts. Our staffing plans are designed to optimize leadership presence, reinforcing accountability and support throughout operations.

We promote a “management by walking around” philosophy—encouraging leaders to actively engage with staff, visit security posts regularly, observe performance firsthand, and provide immediate, constructive feedback. Our experience has shown that visible, engaged leadership enhances workforce performance and fosters a culture of professionalism and responsiveness.

Responsible for the day-to-day security operations, your Managers and Supervisors will provide hands-on leadership to the site security teams while handling all site-level aspects of the program. As top performers, these leaders will expertly manage scheduling, training, performance, and reporting for the security officers assigned to FLL and HWO and swiftly make sound decisions in critical situations. They will provide real-time support and guidance developing their teams through active coaching with a focus on the details to ensure positive contract performance.

**New Hire Training.** Prior to performing job functions independently, each CAS employee will be assessed on their individual job knowledge to ensure that each has retained the information provided during training. CAS’s training instructor will proctor one final training assessment. This ensures that each employee has sufficiently retained the information presented during classroom training and can proceed to actual performance of the job functions under the guidance of CAS Supervisors.

Each employee must also perform the job function to the Client and CAS standards prior to performing the function independently. This assessment will be conducted by the CAS Supervisor/Manager and



Assurance management. Corrective action plans will be tracked to completion. Areas to be audited include:

- ★ Officer knowledge and compliance with SOP and Post Order procedures
- ★ Officer Appearance
- ★ Contract record keeping
- ★ Customer Service including positive interactions with the public, Airport Authority customers and airport tenant stakeholders
- ★ Workplace safety
- ★ Equipment maintenance and safety
- ★ Accuracy and timeliness of post orders on site at each post
- ★ Proper/accurate attendance sign-in and control
- ★ Training record audits to ensure certification currency and completeness

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*When agreed to by our clients, CAS proposes to conduct, at a minimum, semi-annual independent audits at no direct cost to the contract.*

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**Key Performance Metrics.** To ensure our training program is effective and we are meeting contract requirements Key Performance Indicators (KPIs) are tracked along with performance measures critical to our clients. Performance results are used to document current performance, report corrective action plan progress, and identify improvement opportunities. Closely tracking performance metrics allows our teams to take immediate corrective action if issues arise.

Common metrics that we track at different sites include, but are not limited to:

- ✓ Covert Test Pass Rate
- ✓ Officer Attendance Rate
- ✓ Equipment Operability/ Utilization
- ✓ Officer Appearance/ Behavior Scores
- ✓ Officer On-time Rate
- ✓ Non-Billable Overtime Hours Count
- ✓ Officer Retention Rate

CAS's Site Management will be responsible for remedying any performance deficiencies, whether they are identified within CAS, by the TSA, or by the Airport. CAS will perform a root-cause analysis for identified performance deficiencies to determine the reasons for the deficiency and identify all necessary corrective actions. Our Site Managers will then finalize a Corrective Action Plan along with a timeline for completion. Security officers will then be retrained on agreed-to corrective actions. CAS will verify proper closure of corrective actions by performing follow-up assessments to ensure performance meets contract performance metrics.

CAS will use a self-monitoring approach to identify performance deficiencies, which includes:

- ★ Security Officer Fitness-for-Duty Assessments
- ★ Supervisor Post Checks
- ★ CAS audits SOPs and Post Orders
- ★ Scheduled Performance Assessments

Deficiencies will be formally documented using a Deficiency Report and Corrective Action Plans. All deficiencies will be corrected through one or more of the following processes, which will be detailed in the associated Corrective Action Plan:

- ✓ Coaching Session with a CAS Supervisor

- ✓ Formal Performance Improvement Plan
- ✓ Progressive Discipline, including termination if warranted

All information will be entered in our *Covenant Data Reporting & Analytics Software (C-DRAS™)* and stored in CAS's performance database so we can include in performance monitoring.

**Communication and Feedback.** We view our clients as partners and frequent, open communication is crucial to the success of the partnership. Client feedback provides invaluable insight and supports our approach to continuous improvement. Our approach to maintaining open communication with our client partners includes:

<b>CAS Client Communication and Feedback Mechanisms</b>	
<b>Regular Meetings and Check-Ins</b>	<p>We schedule regular face-to-face and/or virtual meetings with clients to discuss security performance, concerns, and feedback. These meetings can be monthly, quarterly, or as needed.</p> <p>The dedicated site Project Manager serves as the primary point of contact between CAS and our client. This individual maintains open lines of communication and is readily available to address inquiries or concerns.</p> <p>CAS Executive Management including the CEO visits sites regularly to meet with our customers and the local CAS team to ensure visibility of performance and proper resource support.</p>
<b>Reporting</b>	<p>CAS recognizes the importance of providing our clients with timely, accurate, and detailed reporting of security activities. We work with each client to ensure we understand the exact information needed as well as the required schedule and frequency for dissemination. Reports can be submitted electronically in standard template format, replacing the manual process of scanning and hand delivering written hard copies. Templates/forms can also be customized, generated on-demand or according to schedule, and emailed to a specific individual or distribution group.</p>
<b>Feedback Analysis and Action Plans</b>	<p>We analyze client feedback systematically to identify recurring issues or areas of improvement and develop action plans to address identified issues. Our team communicates these plans to clients to ensure they are aware of the steps being taken to resolve their concerns.</p>
<b>Continuous Improvement Initiatives</b>	<p>We use client feedback as a basis for ongoing improvement initiatives. Our team regularly reviews and updates security protocols, training programs, and standard operating procedures (SOPs) based on client input and changing security needs.</p> <p>CAS actively involves security personnel at all levels in the feedback loop by encouraging them to report client interactions and share insights that can lead to service enhancements.</p>
<b>Training and Professionalism</b>	<p>The importance of professionalism, customer service, and client communication is emphasized throughout our training program. Our goal is for all CAS security personnel to be aware of the significance of their role in representing CAS and our clients.</p> <p>Our aviation security curriculum includes training specifically focused on effective client communication and conflict resolution.</p>
<b>Feedback-Driven Performance Metrics</b>	<p>We define performance metrics and KPIs based on contract requirements, SAFETY Act requirements, industry best practices, client expectations and feedback. The CAS organization regularly assesses and reports on these metrics to demonstrate continuous improvement and accountability.</p>

We celebrate milestones and successes related to client satisfaction with our security team. CAS takes pride in recognizing and rewarding our security teams who receive positive feedback from clients reinforcing good practices.

Actively engaging with clients, seeking their feedback, and demonstrating a commitment to addressing their concerns, allows CAS to build strong client relationships, enhance security services, and adapt to evolving client needs effectively. This client-centric approach not only strengthens our existing partnerships but also helps us grow our network of quality-focused clients through positive referrals.

**REPORTING**

**Transition.** CAS will meet with Aviation Department Security regularly and often throughout the transition to provide status updates, ensure that all transition activities are on pace for completion, and address any concerns. As part of the Transition Plan, our team will work closely with the Airport to quickly gain a full understanding of the operations at FLL and HWO including specific challenges and opportunities. Based on that knowledge, we will incorporate action plans and performance measures into our overall Quality Assurance Program. The actions and KPIs would be closely monitored and regularly updated to reflect the changing priorities of your operations. Once established, KPI metrics are continuously tracked and reported to keep our teams focused on improving performance and delivering a best-in-class security program.

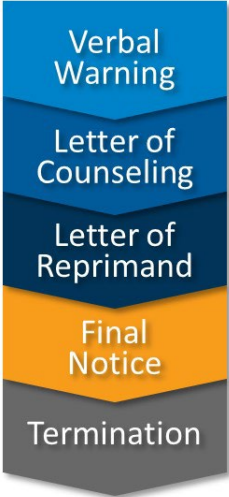
**Monthly Performance Review.** We measure our performance, identify trends, and determine improvement opportunities. One tool critical to this process is our performance dashboard, which is based on the collection of performance metrics by our site management team. This information can then be combined into weekly, monthly, quarterly, and annual reports for review by our leadership team to determine improvement opportunities.

**Quarterly Performance Reviews.** We recommend quarterly performance reviews (or at an alternate cadence as requested by the Airport) led by the CAS Project Manager with participation from key stakeholders. These reviews will cover performance in critical areas such as Safety, Quality, and Training and provide another opportunity to address challenges and concerns as well as share information and ideas for continued improvement.

**DISCIPLINE POLICY**

Upon hiring, every CAS employee receives a copy of the Employee Handbook which details acceptable performance standards for all employees. All CAS personnel are expected to conduct themselves in accordance with the guidelines established in the Employee Handbook and CAS’s Performance Management System, as well as the requirements of our clients. Assessments of all officers are completed regularly in which our officers are rated on their professional conduct, appearance, customer service, and security skills with employee screening and vehicle searches. Any deficiency noticed during the assessment will result in immediate remedial training.

We understand that our performance is continuously evaluated by both our clients and the TSA, and we strive to proactively identify and prevent deficiencies prior to formal client and TSA assessments. Individual CAS employee deficiencies will be corrected through one or more of the following: (1) Coaching session with a CAS Supervisor; (2) A formal Performance Improvement Plan; and/or (3) Progressive discipline, including termination if warranted. Note that although CAS generally follows progressive discipline, immediate punitive action is taken for egregious offenses.



*CAS site leadership uses progressive discipline to address deficiencies.*

CAS site leadership uses progressive discipline to address issues such as poor work performance or misconduct and to encourage employees to become more productive workers and conform their behavior to Company standards and expectations, the CAS site leadership team performs a root-cause analysis for identified workforce performance deficiencies to determine the reasons for the deficiency and identify all necessary corrective actions. Our site leadership will then finalize a Corrective Action Plan along with a timeline for completion. The plan may consist of remedial training, updating Post Order or SOP procedures, or other measures deemed necessary. CAS will verify proper closure of corrective actions by performing follow-up assessments to ensure performance meets contract expectations.

CAS's commitment to delivering best-in-class service is deeply rooted in the robust framework of our policies. We firmly believe that consistent attendance, punctuality, and fair disciplinary measures are the cornerstone of a high-performing security team. Our policies are designed not just to ensure compliance but to foster a culture of accountability and reliability. By setting clear expectations with firm but fair consequences for any deviations, we create an environment that empowers our security teams to consistently be at their best.

## RELIABLE COMPLIANT EQUIPMENT

CAS will provide all required equipment as outlined in RFP BLD2129654P1, Specifications and Requirements including all training, support, and maintenance to ensure full functionality and uninterrupted service.

**Vehicles.** CAS will provide the required vehicles— four (4) vehicles at FLL and one (1) vehicle at HWO. All vehicles will be fully equipped with a light bar, jumper cables, first aid equipment, and traffic cones; high profile (i.e., visible); well-marked with security markings; and comply with any other requirements of the Contract Security Services Administrator. CAS will assume full responsibility for all vehicle-related expenses, including fuel and maintenance and the vehicles will be available for use at all times (24/7), and exclusively used for Services under the Agreement.

The proposed vehicles are a Ford Maverick new or late model (no more than 3 years old), all-wheel or four-wheel drive, with fully operational air conditioning and heater, and legal to operate on public roadways. All vehicles will be identified with a current Airport Vehicle Permit, renewed annually. In addition, CAS will maintain secondary vehicles, identically equipped, to function as standby backup vehicles for use when the primary vehicles are out for scheduled or unscheduled maintenance to ensure at least five (5) vehicles are in operation at any given time.



*CAS Security Vehicle in the field*

The security vehicles will be inspected daily before each shift to ensure proper function and safety. CAS will partner with a certified local automotive service provider near the airport. Our maintenance program will include scheduled service such as oil and filter changes, tire rotations and inspections, brake system checks, and comprehensive safety inspections based on mileage and manufacturer specifications. In addition, recall-related services and any unplanned, as-needed maintenance will be promptly scheduled and addressed to minimize vehicle downtime. Maintenance logs will be kept for each vehicle, recording all inspections, services, and repairs.

All Security Officers assigned to vehicle posts will possess a current state-issued driver's license, maintain a safe driving record, and successfully complete CAS's driving training.

**Uniforms.** To ensure a consistent, professional, and highly visible presence across the Airports, CAS will outfit all security personnel with quality, duty-appropriate uniforms tailored to Fort Lauderdale's

specific seasonal conditions. Our uniform program is designed to promote authority, enhance public trust, and maintain the polished image expected of an airport security operation. Each uniform is selected with a focus on functionality and comfort while meeting all contract and regulatory standards. Uniforms will be properly fitted and maintained and worn with pride to reflect the professionalism of our security team. CAS maintains a strong partnership with a trusted uniform supplier and will collaborate closely with the County and Airport to select a uniform that best represents the security program and expectations.

All security personnel will wear the same uniform (color and style), which shall be clean and neat in appearance. Supervisors will wear a different color shirt to easily identify their leadership role. Uniforms will consist of all required items outlined in Section 2.4 RFP Specifications and Requirements.

All equipment used for performance of work under the scope of this Contract, will be maintained in safe operating condition, and comply with all applicable Federal, State, Local, ANSI, and OSHA. laws, rules, and regulations.

Security personnel are issued a complete set of client-approved uniforms appropriate for each location and environment.

#### **General Duty Uniform (Year-Round):**

- ✓ Pants – black dress (or tactical)
- ✓ Shirts – white, blue, or grey; short- and/or long-sleeve uniform shirts with security patch and Covenant Aviation Security insignia
- ✓ Belt – solid black
- ✓ Nickel name tag
- ✓ Security badge
- ✓ Solid black shoes
- ✓ Solid black socks
- ✓ Cap – black, baseball-style with CAS logo

#### **Inclement Weather Gear (where applicable):**

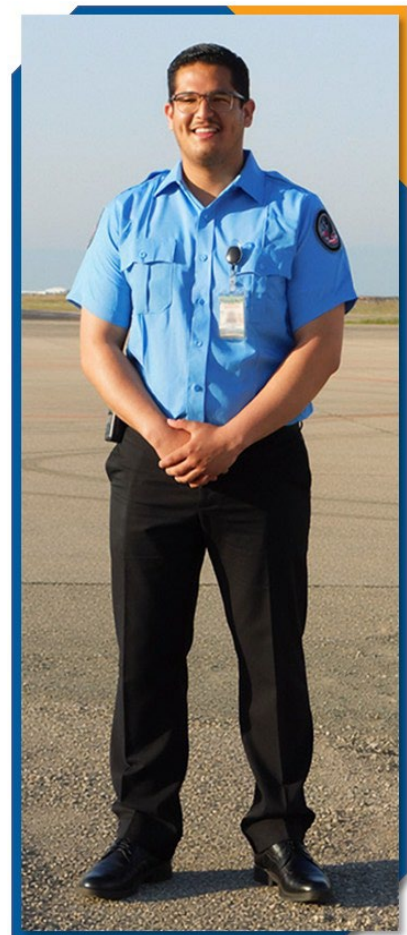
- ✓ Outerwear – black 3-season jacket with security patch and Covenant Aviation Security insignia
- ✓ Sweater – black long-sleeved sweater/ sweater vest
- ✓ Winter gloves and knit cap, black (with CAS logo)
- ✓ Raincoats and boots

#### **Warm Weather Options (where applicable):**

- ✓ Pants – black, grey, or khaki lightweight performance or tactical pants
- ✓ Shirts – white, blue, or grey performance polo-style shirt with embroidered security patch and Covenant Aviation Security insignia
- ✓ Hat – full brim, breathable, sun protection

#### **Personal Protective Equipment (PPE) (where required):**

- ✓ High-visibility security vest (ANSI-compliant)
- ✓ ASTM F2412-11 & F2413-11 Standard, Black, steel-toed safety shoes, or construction boots.
- ✓ OSHA-approved construction safety helmet
- ✓ Protective work gloves
- ✓ Safety glasses
- ✓ Latex gloves
- ✓ Hand sanitizer



*CAS security personnel maintain operational excellence in all environments.*

**Computers.** CAS will provide dedicated laptop computers to the Project Manager, Operations Manager, Training Coordinator, and all support staff. Additional computers will be made available to the security team for completing required training.

**Cell Phones.** CAS will provide cell phones for every post, on-duty supervisor, management and support personnel for a total of approximately 100 cell phones. CAS will also provide data plan-enabled tablets as needed to support clocking functions and our quality assurance program.

**Other Materials and Supplies.** CAS will provide all materials and supplies required by its personnel to perform security services at FLL and HWO. This includes but is not limited to full set of uniforms for each security officer, PPE, disposable gloves, whistle, heavy duty flashlight, batteries, radio holsters (to be issued by the County), hand-held metal detector wands, inspection mirrors, LED safety batons for work at night or in adverse weather conditions, inclement/extreme weather gear, and any protective equipment needed for interacting with fuel trucks, ground equipment, construction vehicles, and other vehicles entering the premises.

## Training Program

*Contractor shall create and implement a training program for all CSS Personnel, which must be approved in advance and in writing by the Contract Security Services Administrator. Contractor shall make any changes to the training program that are requested in writing by the Contract Security Services Administrator. All training of CSS Personnel will be administered by the Training Coordinator (TC) unless otherwise authorized by BCAD.*

- A. Initial Training. At least seven (7) days prior to the Commencement Date, Contractor must complete an initial, extensive in-house training program for all then-existing CSS Personnel and submit a written report to the Contract Security Services Administrator listing the names of all CSS Personnel and acknowledging that such CSS Personnel completed the required training. The initial training must address all Airport-specific rules and regulations and on-the-job requirements, including customer service training and must include at least forty (40) hours of training, unless a shorter time is approved in writing by the Contract Security Services Administrator. All CSS Personnel (those existing on the Commencement Date and subsequent new hires) must undergo the initial training before providing Services.*
- B. Subsequent Training. CSS Personnel must complete a refresher training course on an annual basis. The refresher course must include at least sixteen (16) hours of training, unless a shorter time is approved in writing by the Contract Security Services Administrator. Refresher training must also be provided before giving CSS Personnel a new assignment that requires new training and when requested in writing by the Contract Security Services Administrator due to unsatisfactory performance of Services.*
- C. Emergency Training. All CSS Personnel must complete the emergency training required by Section 2-43 of the Code and any other training required by the Contract Security Services Administrator.*
- D. Training Cost. County shall not be responsible for or invoiced for any training materials or for the hourly rates for CSS Personnel taking or providing such training (including the emergency training required by Section 2-43 of the Code).*
- E. Training Records. Contractor shall document all training and designate an employee on Contractor's staff to maintain records evidencing CSS Personnel completion of the required training program. All training records must be provided to the Contract Security Services Administrator when requested in writing by the Contract Security Services Administrator.*
- F. Training Observations. When requested, Contractor shall give the Contract Security Services Administrator advance written notice of any trainings and allow the Contract Security Services Administrator or a designee to observe such trainings.*

We consider proper training to be the foundation of exceptional work performance and prioritize the ongoing development and certification of our security personnel to ensure they meet the highest standards of safety and compliance, especially in the demanding airport environment. Underscored by our SAFETY Act Certification, CAS's comprehensive training program is designed to equip our security teams with the knowledge and skills necessary to effectively handle the unique challenges of aviation security, while strictly adhering to Airport and TSA regulations. Topics are customized to meet specific Post Orders and Scope of Work duties. Working closely with our clients, we develop a site-specific curriculum to prepare employees to meet contract requirements and achieve performance expectations.

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*Pursuant to the County's response to question #41, incumbent personnel hired by a successor contractor will be required to go through all of the new hire training (classroom and OJT).*

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Training will be provided by CAS-FLL/HWO Site Leadership under the direction of our VP Quality Assurance & Training to ensure compliance to approved plans and policies. All training activities are coordinated, scheduled, and conducted in accordance with approved standards including 49 CFR 1542, and documented in our Human Resources Information System (HRIS).

To stay abreast of training needs, CAS will continually assess events occurring at FLL and HWO that may require a modification to either CAS's new hire or recurring training curriculum. New or revised training needs could be identified from various sources including: results of testing conducted by CAS, the Airport or TSA; lessons learned from the FLL Aviation Department Security Division; National Threat Advisory System (NTAS) notifications, federal, state or local law enforcement alerts; or a general desire to improve our performance under CAS's core philosophy of 'continuous improvement' (based on our

assessment of our KPIs, other critical performance data captured by our technology system, or any other performance metrics requested by the Airport).

**Initial Training.** Our comprehensive new hire training curriculum is designed to train for success. Working closely with our clients, we develop a curriculum to prepare employees to meet the expectations detailed in each contract statement of work, achieve performance expectations, and understand the Aviation Security environment and threats posed to that environment, with a focus on professionalism and customer service. CAS brings substantial experience with screening technologies such as X-ray and ETD and currently operates over 60 x-ray units and 120 ETDs nationwide. This experience will be critical to successful operation of FLL/HWO-specific aviation worker screening. This expertise will also be integrated into our training program to ensure the workforce is fully proficient in operating these systems.

CAS uses a blended learning approach that incorporates classroom training followed by on-the-job post training, ongoing mentoring, and live practical assessments. Employees are tested on the training modules to ensure full understanding. Due to the size, scope, and complexity of the FLL/HWO work scope, CAS estimates each new hire officer will complete up to 24 hours of classroom training followed by up to 80 hours of OJT to become proficient on all assigned posts. This far exceeds the minimum of 40 hours stated in the RFP but will lead to a highly trained and highly performing security workforce. CAS notes that the County shall not be responsible for or invoiced for any training materials or for the hourly rates for CSS Personnel taking or providing such training (including the emergency training required by Section 2-43 of the Code).

Officers assigned as Security Operations Center Specialists (Specialists) will only work the “Security Control” posts. CAS will select individuals to work this critical post after assessing the most qualified within the workforce that can remain calm and focused under emergency conditions for assignment to this critical position. These Specialists will undergo a minimum of 136 hours of training comprised of 56 hours of classroom/lab training covering BCAD communications network login, Broward County Cybersecurity Awareness training, website navigation, telephony, radio network, access control (network, software, and operational procedures), CCTV network (software and operation) and testing in addition to 80 hours of on-the-job training under the guidance of an experienced Supervisor.

**Recurring Training.** We further train our employees by providing Supervisor-led monthly, recurrent, and ongoing training throughout the year on applicable Post Orders, SOPs and other topics specified in the RFP and CAS’s comprehensive training curricula as well as other industry-related and emerging threat training. CAS will also develop an annual recurrent training program with curricula specific to each post. CAS will conduct no less than 16 annual hours of training and incorporate competency testing to ensure all Security Officers and Security Operations Center Specialists are properly trained to effectively perform their duties. Certifications and training records will be kept current and on file locally and made available for immediate inspection on request by the Airport or TSA Inspection team.

**Remedial Training.** CAS employees will receive corrective action training to address performance issues. Performance issues can be identified during CAS Supervisor performance assessments, formal audits, or Airport performed audits. If significant issues are found, the Project Manager will be responsible for preventing the CAS employee from performing the deficient security function until training has been provided and the Security Officer successfully demonstrates the proper procedures. Remedial training will be documented. Officers who do not satisfactorily complete this training will be removed from the contract.

**Supervisory Training.** CAS takes the initiative to prepare newly promoted Supervisors by conducting training prior to leading and supervising operations. After candidates are considered for promotion, CAS schedules the newly promoted Supervisors for training that covers a wide range of topics such as: (1) incident reporting; (2) human resource and employee issues; (3) CAS employee handbook topics; (4) job expectations. Additionally, each candidate will spend time in on-the-job-training positions so they can understand the role in a real-life experience. After this training, each candidate is reassessed by

the Project Manager to determine if the candidate remains a good fit for the position. Recurring training on leadership topics include harassment training, CAS policy and procedures, and upcoming changes to contract policies and procedures.

**Management Training.** CAS promotes a culture of continuous learning by offering development opportunities, coaching, and mentoring programs that encourage knowledge sharing across the organization. Our comprehensive performance management system clearly communicates expectations, objectively measures performance, and delivers regular, constructive feedback to support employee growth.

We prioritize internal advancement by offering promotion opportunities to current employees before seeking external candidates. This commitment to internal growth is supported by extensive training and preparation efforts for both current and future leaders.

Key components of our management and leadership development program include:

- ★ American Association of Airport Executives (AAAE) – Airport Certified Employee (ACE)
- ★ Management & Leadership Skills for New Managers and Supervisors course
- ★ Leadership, Team-Building and Coaching Skills for Managers and Supervisors course

These programs are designed to build strong, effective leadership at all levels of the organization and ensure operational excellence across our teams.

**Customer Service Training.** CAS considers our employees Ambassadors for the County and the Airport. We know that our employees are often the first and last uniformed persons that passengers, airport employees, and vendors encounter giving them opportunities to make a positive impression.

CAS integrates customer service expectations into every stage of our training program. Our curriculum emphasizes key professional standards, including appearance, conduct, and communication, to ensure that security personnel are fully prepared to carry out their duties with professionalism and respect.

The following modules are core components of our training and are specifically designed to promote effective, courteous, and conflict-free interactions:

- ★ Code of Conduct
- ★ Customer Service / Courtesy Expectations
- ★ De-escalation Training
- ★ Uniform and Professional Appearance Standards
- ★ Quality Performance Expectations



Our customer service training focuses heavily on conflict resolution strategies, such as active listening, treating every concern with seriousness, and using verbal techniques to de-escalate tense situations. We believe that our most effective tools are strong verbal and non-verbal communication skills that balance the importance of the security mission with empathy and professionalism toward the public.

To maintain these standards, CAS also implements regular recurrent training. These refresher sessions reinforce initial training content and ensure our workforce consistently meets performance expectations.

## TRAINING CURRICULUM

CAS proposes developing a customized training plan for the CAS-FLL/HWO security program from the list of training topics provided below. CAS will notify the Contract Security Services Administrator of any trainings and allow them or a designee to observe trainings as desired.

CAS CURRICULUM TRAINING TOPICS (Classroom and OJT)	
<b>New Hire Orientation</b>	
<p><b>CAS Employment Guidelines</b></p> <ul style="list-style-type: none"> <li>• Standards of Conduct</li> <li>• Attendance Policy</li> <li>• Introduction to Scheduling and HR</li> <li>• Harassment Policy</li> <li>• Discipline Policy</li> <li>• Uniform and Professional Appearance Standards</li> <li>• Insider and Airport Specific Threat Overview</li> <li>• Violence in the Workplace</li> <li>• Safety, OSHA, and Workplace Hazards</li> <li>• Customer Service / Courtesy Expectations</li> <li>• Quality Performance Expectations</li> </ul> <p><b>General Orientation on CAS's Contracted Responsibility to Client</b></p>	<p><b>Facilities Overview</b></p> <ul style="list-style-type: none"> <li>• Airport Overview</li> <li>• Facility and Building Information (i.e., layout, operating hours, chain of command)</li> <li>• Building Rules and Regulations</li> <li>• Review of Security Areas and Post Locations</li> <li>• Alarm Response Protocol</li> <li>• Facility Ingress/Egress Points and Building Evacuation Plans</li> <li>• Overview of Client Location &amp; Org Structure</li> <li>• Airport Badge Rules and Regulations</li> <li>• Introduction to 49 CFR 1542 Airport Security Regs</li> </ul> <p><b>Airport Specific Continuity of Ops Plan (COOP)</b></p> <ul style="list-style-type: none"> <li>• Roles and Responsibilities</li> <li>• Natural Disaster Response</li> <li>• Evacuation Response and Contingency Plans</li> </ul>
<b>New Hire Training</b>	
<p><b>Aviation Security</b></p> <ul style="list-style-type: none"> <li>• Regulations and Requirements</li> <li>• Role of Private Security at the Airport</li> <li>• Role of Law Enforcement and Security at the Airport (FBI, ICE, DEA, TSA, Local, etc.)</li> <li>• Terrorism Awareness</li> <li>• Employee Security Awareness</li> <li>• Fire Hazards and Appropriate Response</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Radio Communication</li> <li>• Report Writing</li> <li>• Sensitive Security Information (SSI)</li> </ul>	<p><b>Combating Threats to Aviation Security</b></p> <ul style="list-style-type: none"> <li>• Behavior Pattern Recognition</li> <li>• Customer Service and De-escalation Training</li> <li>• FEMA Active Shooter Training</li> <li>• Improvised Explosive Devices (IEDs) Recognition</li> <li>• Identifying Suspicious Items &amp; Packages Training</li> <li>• Identifying Vehicle Borne Improvised Explosives Devices (VBIED) Training</li> <li>• FEMA Weapons of Mass Destruction (WMD)</li> <li>• FEMA Chemical, Biological, Radiological, Nuclear, and High Yield Explosive (CBRNE)</li> <li>• Human Trafficking and National Center for Missing and Exploited Children Training</li> </ul>
<b>Security Officer Topics</b>	
<p><b>Airport Security Requirements</b></p> <ul style="list-style-type: none"> <li>• Airport Security Program</li> <li>• Airport Post Orders and SOPs</li> <li>• Access Control and Security Identification Display Area (SIDA) Training</li> <li>• Handling Emergency Situations Procedures</li> </ul> <p><b>Guard Function Training</b></p> <ul style="list-style-type: none"> <li>• SIDA Badge Inspection</li> <li>• Traffic Management</li> <li>• Crowd Control</li> <li>• Alarm and Emergency Response</li> </ul>	<p><b>Driving Training</b></p> <ul style="list-style-type: none"> <li>• Non-Movement Area Driver Training</li> <li>• Safe Operations of Vehicles</li> </ul> <p><b>Search and Inspection Procedures (as required)</b></p> <ul style="list-style-type: none"> <li>• Aviation Worker Screening Procedures</li> <li>• Hand-Held-Metal-Detector (HHMD) Procedures</li> <li>• Walk Thru Metal Detector (WTMD) Procedures</li> <li>• X-ray Screening Equipment Procedures</li> <li>• Portable Explosive Trace Detection Search</li> <li>• Merchandise Inspections and Searches of Goods</li> <li>• Physical Property Search</li> </ul>

**CAS CURRICULUM TRAINING TOPICS (Classroom and OJT)**

<ul style="list-style-type: none"> <li>• Patrol Procedures (On Foot and Vehicle)</li> <li>• Fixed Post and Access Point Procedures</li> <li>• Vehicle and Personnel Escort Procedures</li> <li>• Comprehensive Vehicle Inspections to include Mirrors, Interior, and Exterior</li> </ul>	<p><b>Additional Training</b></p> <ul style="list-style-type: none"> <li>• Passenger Assistance and Public Relations</li> <li>• Serving customers with special needs in compliance with Americans with Disabilities Act</li> <li>• Maintenance and Safeguarding of Equipment</li> </ul>
<p><b>Security Operations Center</b> (for assigned personnel)</p> <ul style="list-style-type: none"> <li>• Receiving and Properly Directing Incoming Calls</li> <li>• Receiving and Properly Directing Emergency Calls</li> <li>• Entering Data into Various Systems</li> <li>• Retrieving and Providing Information to Callers</li> <li>• Creating Customer Service Requests</li> <li>• ICS 100 (Intro to Incident Command System)</li> <li>• ICS 700 (Intro to National Incident Mgmt. System)</li> </ul>	<p><b>Sec. 2-43. – Airport issued Identification Media and Emergency Response Training</b></p> <p>Emergency response training required by the Aviation Department before the issuance of Airport Issued Identification Media and before each renewal.</p>

## Approach to Staffing

*2.3. Describe Vendor's approach to staffing all positions and provide procedures for responding to holidays, surges, and/or emergencies.*

CAS understands importance of maintaining a reliable and consistent workforce to fulfill the critical services expected of each post. This includes providing optimal personnel to perform assigned functions at all post locations. We will ensure that there is an on-duty Manager during all operational hours to oversee the security operation in conjunction with the Supervisor team. Our Supervisors will guarantee post coverage and will assign relief officers to fill potential vacancies (sick calls, late arrivals, etc.) within one hour. Our Supervisors will confirm receipt and provide response times to requests for additional staffing.

**Contingency Planning.** We understand that ensuring posts are fully covered requires contingency plans to address unforeseen security officer staffing shortages, including sick time. When preparing staffing assignments, CAS manages our security force staffing using a “No Open Posts” approach that ensures we meet all contract staffing requirements.

### CAS “No Open Posts” Staffing Approach

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>✓ Maintaining an active “flex-force” of part-time Officers for post reliefs, replacements, additional work, and contingent services.</li> <li>✓ Maintaining an active flex-schedule with 32 HPW shifts with a relief/float day rotation to fill in as necessary, including sick time.</li> <li>✓ Using overtime to address fluctuating post hour requirements (i.e., non-routine work) and short-term staffing needs.</li> </ul> | <ul style="list-style-type: none"> <li>✓ Maintaining a “Ready Pool” of pre-qualified candidates who can be quickly hired to address emergent staffing needs with minimal new-hire onboarding time.</li> <li>✓ Employing aggressive management controls for absenteeism, personal leave, training, and overtime use.</li> <li>✓ Staggering the relief shift start time to bridge over shift change times, which allows for additional personnel on the clock during shift transitions.</li> </ul> |
|---|--|

**Emergency Callouts.** CAS has extensive experience supporting emergency and unplanned security requirements at airports resulting from increased security threat levels, additional post requirements, inclement weather, and natural disasters. Additionally, our teams have experience in supporting a wide range of requests to provide access control, vehicle and personnel inspections, and escort services to tenants and other airport contractors for seasonal work, airport construction/expansion requirements, government agency exercises, and longer-term situations where additional staff are needed, often with very little notice. We implement various tools to support immediate and short-term assignments including flexible scheduling, dedicated relief officers, cross-training across shifts/posts, and a pool of qualified part-time officers available to work additional hours.

**Long-Term Assignments.** For longer term needs, CAS will maintain a robust pipeline of prequalified applicants. We stand prepared to promptly hire additional staff with minimal new-hire onboarding time. CAS creates this “ready pool” by processing new hire candidates through our recruitment process up to the point of having to submit the candidate for an airport SIDA Badge. This “ready pool” allows CAS to access and deploy a larger workforce when needed.

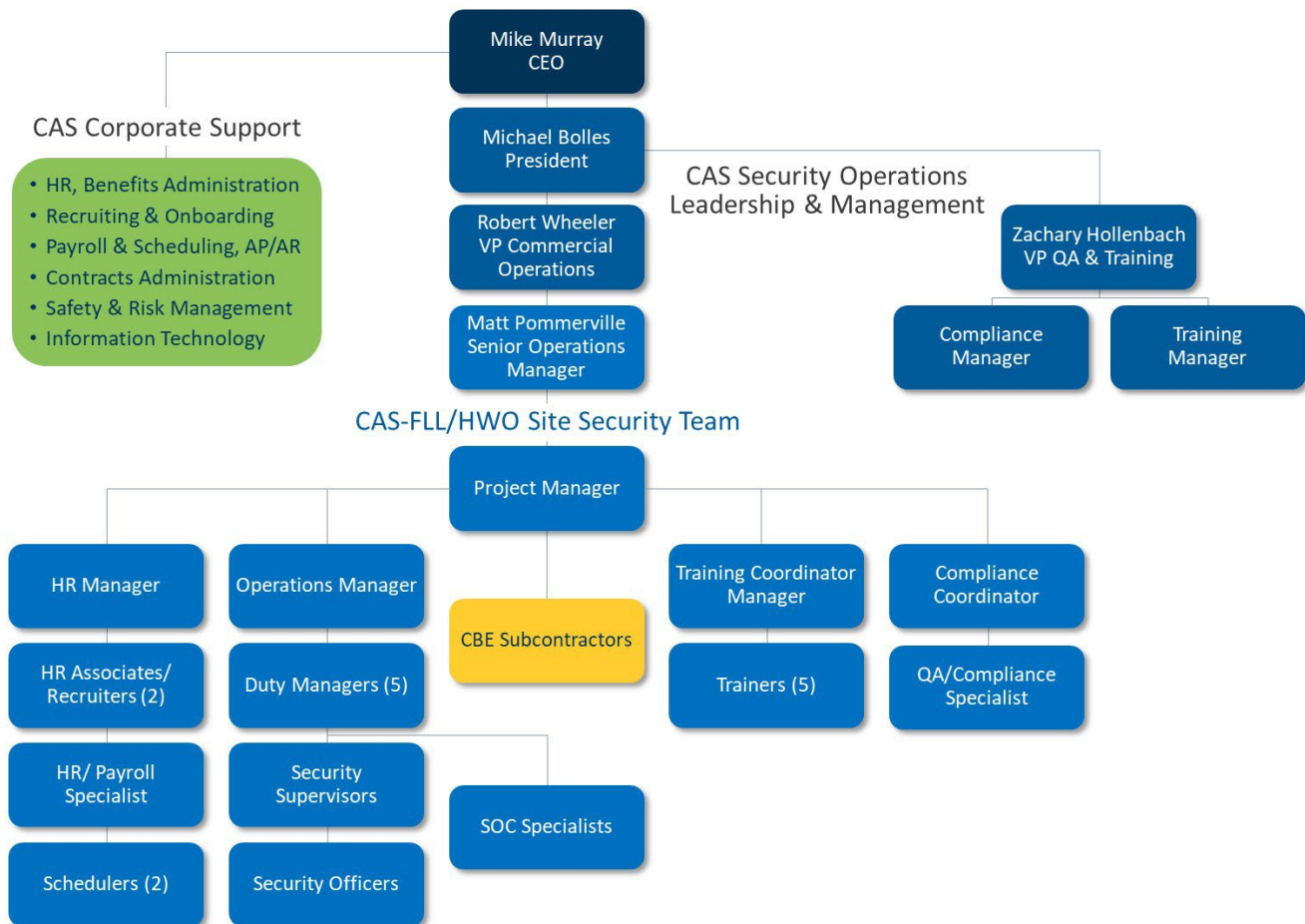
**Management & Support Staff.** Our experience is that optimizing the number of management and administrative staff needed at each airport is itself based on: (1) the type of management tools we use (i.e., software programs for scheduling and time and attendance, our recruiting and Human Resource Tools, and training information management systems), (2) where and how training will occur, (3) the overall robustness of the web/internet capability available, and (4) the proximity of each site to our corporate and regional offices. Based on these factors, the staffing that might make the most sense at one airport may not make the most sense at another.

## Organizational Staffing Plan/Chart

2.4. Provide an Organizational Staffing Plan/Chart that depicts clearly identifies a chain of command and associated lines of communication that displays the Contractor's approach to meeting baseline staffing levels.

CAS's streamlined organization allows flexibility and immediate response with local support resources. Site Managers can quickly make critical decisions, address issues, and implement program improvements without the bureaucratic delays of a complex organizational structure. Site Managers maintain a direct line of communication with the CAS Leadership team and have the full support and hands-on attention of all stakeholders including an experienced back-office staff and management team. CAS's reporting structure defines roles and responsibilities ensuring clear lines of communication and seamless escalation while upholding the highest standards of safety and protection at the sites we serve. Our management will be readily available to Airport and County officials whenever needed.

### CAS-FLL/HWO Proposed Organizational Chart



Our proposed organization structure reflects the support positions required once operational “steady state” is achieved. Throughout the life of the contract, we will assess the effectiveness of the CAS staff structure and approach the Airport with any identified opportunities for staffing efficiencies and potential cost savings for the County.

## STAFFING PLAN

Our staffing plan is designed to ensure that the right number of qualified security personnel are deployed to meet both routine and urgent security requirements, while also providing flexibility for quick adjustments in response to emergencies. This plan is structured to support a seamless hiring, onboarding, training, and deployment process that guarantees the highest levels of security and preparedness at all times.

CAS's staffing plan, including our understanding of headcount is based on RFP 21-Specifications and Requirements, the hours provided in the Bid Table, and responses to questions.

### CAS FLL/HWO Proposed Staffing Plan

Position	Full Time	Part Time	Total
Security Officer	290	24	314
SOC Specialist	11	2	13
Supervisor	33	0	33
Project Manager	1	0	1
Operations Manager	1	0	1
Training Coordinator Manager	1	0	1
<b>Non-billable Overhead Support Positions</b>			
Duty Manager	5	0	5
Trainer	5	0	5
Compliance Coordinator	1	0	1
QA/Compliance Specialist	1	0	1
HR Manager	1	0	1
HR Associate/ Recruiter	2	0	2
HR/ Scheduler	2	0	2
HR/ Payroll Specialist	1	0	1
<b>TOTALS</b>	<b>355</b>	<b>26</b>	<b>381</b>

### 3. PAST PERFORMANCE

#### ***Company Background***

Founded in 2002 in response to the security challenges identified after September 11, CAS has remained exclusively dedicated to Aviation Security for more than 20 years. From the outset, our mission has been to raise the standard of airport security by providing professional, well-trained, and customer-focused personnel in place of the underprepared, low-wage workforce that previously characterized the industry.

Today, CAS is recognized as the leading provider of 49 CFR Parts 1542, 1544, 1546, and 1549–compliant security and screening services for airports, airlines, and the TSA. We deliver more than three million annual hours of Aviation Security at Category X and I airports nationwide, including services directly aligned with the County’s RFP requirements. On a weekly basis, CAS performs over 70,000 billable hours of airport security operations, demonstrating the scale and reliability of our nationwide workforce.

Unlike diversified security companies, CAS serves only the aviation industry. This exclusive focus ensures compliance, consistency, and unmatched expertise in airport operations. Our 2,000+ employees are fully committed to safeguarding the air transportation system, supported by an experienced management team engaged with leading industry organizations such as AAEE, ACI-NA, Florida Airports Council (FAC), and the National Safe Skies Alliance.

CAS’s operational record underscores our effectiveness. Through our security screening services, we have prevented more than one million prohibited items from entering restricted areas or aircraft, including 250,000+ hazardous materials, thousands of knives, hundreds of firearms, and multiple suspected IEDs. No other private security contractor matches this level of aviation-focused experience and proven results.

With a sole dedication to Aviation Security in the United States, a history of measurable performance, and deep industry partnerships, CAS is uniquely positioned to provide the County and its Airports with a trusted, compliant, and high-performing security partner.

#### ***Category X and Category I Airport Security Experience***

Covenant Aviation Security, LLC (CAS), has more than 20 years of aviation security services experience at large hub airports, including Hartsfield-Jackson Atlanta International Airport (ATL), Boston Logan International Airport (BOS), Denver International Airport (DEN), Dallas Fort Worth International Airport (DFW), Newark Liberty International Airport (EWR), William P. Hobby Airport (HOU), Washington Dulles International Airport (IAD), George Bush Intercontinental Airport (IAH), John F. Kennedy International Airport (JFK), LaGuardia Airport (LGA), Orlando International Airport (MCO), Milwaukee Mitchell International Airport (MKE), Oakland International Airport (OAK), Ontario International Airport (ONT), Chicago O’Hare International Airport (ORD), Philadelphia International Airport (PHL), Phoenix Sky Harbor International Airport (PHX), Portland International Airport (PDX), and San Francisco International Airport (SFO). We also provide passenger and baggage screening services to the TSA at SFO under the Screening Partnership Program (SPP) and have done so continuously since 2002. Over these 20+ years, CAS has demonstrated a proven record of successful on-time transitions for over 50 airport security and screening services projects and has met all contract performance requirements. CAS is fully qualified to perform all requirements specified in Broward County’s RFP for Security Guard Services for FLL and North Perry Airports.

#### ***49 CFR 1500 Series-Compliant Airport Security Program***

CAS is the only security provider that performs all five key 49 CFR 1500-series services, which include Full Airport Security Programs, Passenger and Airport Employee Screening, Aircraft and Ramp Security, Foreign Air Carrier Security, and Cargo Security. CAS has provided 49 CFR 1542 and TSA

Security Directives and Regulations compliant security services in support of airport security programs since 2007. We currently provide the services required by the County at Denver International Airport (DEN), Oakland International Airport (OAK), Orlando International Airport (MCO), Milwaukee Mitchell International Airport (MKE), Phoenix Sky Harbor International Airport (PHX), Portland International Airport (PDX), and San Francisco International Airport (SFO).

CAS 49 CFR 1542-Complaint Security Services	
✓ Screening and Inspections (airport employees, vendors, property, vehicles, etc.)	✓ Handling Surge Requirements
✓ Roving Inspections	✓ Vehicle Monitoring and Visitor Monitoring
✓ Interior & Perimeter Patrol Services	✓ Exterior Vehicle Gate-Post Access Control
✓ Construction Escort	✓ Interior fixed post access control
	✓ Exit lane monitoring

### ***U.S. Department of Homeland Security SAFETY Act Certified***

The Department of Homeland Security (DHS) has recognized the quality and effectiveness of our security services by awarding CAS both the DHS SAFETY Act Designation and Certification. Achieving the SAFETY Act Certification not only demonstrates that our security service approach is effective on paper, but that we have truly proven the effectiveness of our program at our client sites.

CAS chose to undergo the difficult application process to obtain the higher-level Certification, experiencing the rigorous review process because we believe DHS validation of our service demonstrates our effectiveness. No other security provider possesses this level of specialized experience that is readily implementable for the Aviation Security industry.

CAS's SAFETY Act covers all the security services scope at FLL and HWO (including Aviation Worker Screening). Under 6 CFR 25.7(d), action can only be brought against CAS under our SAFETY Act Certification. This means that the County and the Airport would be fully indemnified from any liability should a SAFETY Act incident occur under CAS's watch.

We have operated under a SAFETY Act Designation since 2015 and were awarded the SAFETY Act Certification in 2019. Accordingly, our Quality Assurance Program is a key component of our SAFETY Act and CAS's training program incorporates appropriate sections of our SAFETY Act Designation and Certification representations. Further details of our SAFETY Act coverage are available upon request.



### CAS Experience Performing the Required Airport Security Services

CAS has the required experience specifically performing the services outlined in the County’s RFP at several TSA CAT X/CAT I US international airports. CAS currently performs work similar to the required scope of work at the following airports—

Aviation Security Services Scope of Work:	CAS Current Contracts (Airport/Start Date)						
	SFO SPP	MCO	SFO GASS	PHX	OAK	DEN	PDX
	2002	2007	2018	2018	2019	2022	2025
Provide security services across a multitude of posts, including but not limited to terminal buildings, curbside, employee screening checkpoints, ad hoc requirements & perimeter gates.	✓	✓	✓	✓	✓	✓	✓
Provide experienced, qualified, trained, uniformed security personnel that adhere to 49 CFR 1542 and other applicable regulations.	✓	✓	✓	✓	✓	✓	✓
Provide training, equipment, and uniforms to all security personnel.	✓	✓	✓	✓	✓	✓	✓
Provide and maintain inventory of all equipment used on contract.	✓	✓	✓	✓	✓	✓	✓
Maintain airport SIDA badging of all security personnel.	✓	✓	✓	✓	✓	✓	✓
Inspect airport security identification media.	✓	✓	✓	✓	✓	✓	✓
Prevent prohibited items and persons from entering restricted areas.	✓	✓	✓	✓	✓	✓	✓
Inspection of vendor/employee deliveries and merchandise.	✓	✓	✓	✓	✓	✓	✓
Ensure proper escorting of persons and vehicles.	✓	✓	✓	✓	✓	✓	✓
Conduct Aviation Worker Screening using various person and property search processes and explosive trace detection technology.	✓	✓	✓	✓	✓	✓	✓
Conduct vehicle inspections and ensuring proper escort procedures at access gates.		✓		✓	✓	✓	✓
Conduct walking patrols of airport concourses, public areas, and restricted areas.	✓	✓			✓	✓	✓
Conduct vehicle patrols of parking lots and restricted areas of the airport.		✓		✓	✓	✓	✓
Use X-ray technology to screen items to prevent prohibited items from entering restricted areas.	✓	✓			✓	✓	
Use metal detector and advanced imaging technology to detect and prevent prohibited items from entering restricted areas.	✓	✓	✓		✓	✓	✓

## ***Aviation Worker Screening Experience***

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Given our TSA SPP experience, we have been at the forefront of implementing the TSA National Amendment for Aviation Worker Screening. In early July 2023, we developed a comprehensive Concept of Operations for implementing the National Amendment that we shared with our airport clients. In late July 2023, we developed both a “non-pat-down” and a “non-invasive pat-down” set of Post Orders.

We currently staff compliant Employee Screening programs at DEN, MCO, OAK, PDX, and SFO. In December 2023, our expertise in this area was recognized when Mr. Zachary Hollenbach, CAS Vice President of Quality Assurance and Training, was invited to participate on an Employee Screening Panel during the 23rd Annual American Association of Airport Executives (AAAE) Security Summit in Washington, DC.

Additionally, we are extremely familiar with Explosives Trace Detection (ETD). CAS security teams currently operate over 120 units nationwide, using multiple ETD types to include systems for passenger and baggage screening, cargo screening, and portable devices for use at airport direct access points as part of our Aviation Worker Screening protocols. While we recognize the TSA has faced legal challenges in implementing certain aspects of their National Amendment for AWS, CAS stands ready to assist the Airport with evaluating available approved technologies should the ETD mandate take effect in the future.

## ***Security Services for Airport Tenants and Contractors***

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CAS has a proven track record of providing high-quality security services tailored specifically for airport tenants, construction contractors, and other third-party stakeholders operating within the airport environment. Our experience includes independently contracting with both long-term tenants and short-term vendors across the airports we serve, ensuring that all security protocols are followed without compromising operational efficiency.

We understand the critical importance of maintaining a secure and controlled environment, particularly during periods of construction or infrastructure upgrades. These activities often involve increased access by non-airport personnel, the movement of sensitive materials, and temporary disruptions to normal operations, all of which can elevate security risks. CAS provides dedicated security personnel trained to monitor access points, verify credentials, and enforce compliance with airport security regulations, including TSA and local aviation authority requirements.

Our approach to construction site security emphasizes flexibility, rapid deployment, and minimal disruption to existing operations. CAS’s streamlined service request process allows for fast response times, from initial inquiry and contract execution to staffing and invoicing. We work closely with both airport authorities and contractors to develop tailored security plans that address site-specific risks and timelines, whether the project spans several weeks or several months.

In addition to construction-related services, CAS is well-equipped to provide security for special events held within airport facilities, such as promotional activations, public exhibitions, or high-profile visits. These events often require temporary security enhancements, including crowd control, VIP escort services, perimeter enforcement, and coordination with local law enforcement. CAS’s event security teams are trained to operate in high-traffic, high-sensitivity environments and can scale services to meet the demands of both public-facing and secure-side events.

By offering a single point of contact, clear communication protocols, and strict adherence to all regulatory requirements, CAS simplifies the security management process for tenants and contractors alike. Our commitment to safety, responsiveness, and regulatory compliance makes us a trusted partner for securing non-airport personnel and operations within active airport environments.

## Contract References

We are proud of the success of our security programs and that our partners can attest to our capabilities, performance, and commitment to service excellence. The following is a list of three contracts held by CAS demonstrating our qualifications to successfully fulfill the Security Guard Services Scope of Work for Fort Lauderdale-Hollywood International Airport and North Perry Airport.

<b>AIRPORT/ CLIENT:</b>	Portland International Airport (PDX), Port of Portland	<b>CONTACT PERSON:</b>	Ethan Barske, Sr. Manager, Aviation Security
<b>ADDRESS:</b>	7200 N.E. Airport Way, Portland, OR 97218		
<b>PHONE:</b>	(503) 423-7065	<b>EMAIL ADDRESS:</b>	ethan.barske@portofportland.com
<b>SCOPE OF WORK:</b> Service Dates: June 2025-Present; ~1,600 HPW of security services with a security team of 50. Services include inspecting and validating airport-issued badges, conducting inspections of Airport employees' personal items, Pre-Security Inspection of vendor and employee deliveries and merchandise, employee inspections at airport direct access points, and vehicle patrols of designated areas. Our personnel operate screening equipment including imaging technology, vendor item screening equipment, and handheld metal detectors. Our scope of work at PDX includes all recruiting, hiring, and training to meet contract requirements.			

<b>AIRPORT/ CLIENT:</b>	Oakland International Airport (OAK), City of Oakland	<b>CONTACT PERSON:</b>	Doug Mansel, Acting Assistant Director of Aviation
<b>ADDRESS:</b>	Port of Oakland, One Airport Drive, Oakland, CA 94621		
<b>PHONE:</b>	(510) 563-2889	<b>EMAIL ADDRESS:</b>	dmansel@portoakland.com
<b>SCOPE OF WORK:</b> Service Dates: 2019-Present; ~950 HPW of security services with a security team of 28. Services include inspecting and validating airport-issued badges, conducting inspections of Airport employees' personal items, Pre-Security Inspection of vendor and employee deliveries and merchandise, employee inspections at airport direct access points, and vehicle patrols of designated areas. Our personnel operate screening equipment including imaging technology, vendor item screening equipment, and handheld metal detectors. Our scope of work at OAK includes all recruiting, hiring, and training to meet contract requirements.			

<b>AIRPORT/ CLIENT:</b>	Denver International Airport (DEN), City and County of Denver	<b>CONTACT PERSON:</b>	John Smithwick Senior Director of Airport Operations
<b>ADDRESS:</b>	Airport Office Bldg., Rm 451, 8500 Pena Blvd., Denver, CO 80249		
<b>PHONE:</b>	(303) 342-4312	<b>EMAIL ADDRESS:</b>	john.smithwick@flydenver.com
<b>SCOPE OF WORK:</b> Service Dates: 2022-Present; 13,000 weekly hours of security services with a team of 350 security personnel. Our operations include over 60 security posts throughout the airport terminal, concourses, and perimeter locations with ~150 security personnel scheduled daily. Our team conducts employee and personal property screening at five employee screening locations; vehicle inspection, access control, escort processing and person vetting at seven perimeter gates leading to the AOA; vendor delivery inspections and access control at fourteen freight elevators; perimeter vehicle patrol of a 31-mile perimeter fence and various buildings; foot patrol of three concourses and a terminal building performing alarm response duties, verifying access control measures are functional, and reporting suspicious activity and random personal property searches at direct access points as part of insider threat deterrence. Additional duties include daily coverage at multiple construction gates and haul routes that require direct contracting with vendors for service.			

<b>AIRPORT/ CLIENT:</b>	Phoenix Sky Harbor International Airport (PHX), City of Phoenix Aviation Dept.	<b>CONTACT PERSON:</b>	Kamila Kisova, ASC, ACE Special Projects Administrator – Security
<b>ADDRESS:</b>	2485 East Buckeye Road, Phoenix, AZ 85034		
<b>PHONE:</b>	(602) 317-8680	<b>EMAIL ADDRESS:</b>	kamila.kisova@phoenix.gov

**SCOPE OF WORK:** Service Dates: 2018-Present; 2,000+ HPW of security services with a security team of 60. We conduct this service at 7 established perimeter access points and perimeter patrol plus various multiple access security posts for construction projects. CAS provides airport security services including access control, Pre/Post Security Inspection of employees, badges and belongings, vendor and employee deliveries and merchandise, General Security Services in response to TSA and Airport Security Directives and emergencies, and vehicle inspections prior to entering the AOA. Additionally, CAS performs random employee inspections on the AOA as part of insider threat deterrence. Contract includes significant temporary, short-term and long-term additional security for construction projects at PHX’s ongoing multi-billion-dollar facility improvement/expansion.

<b>AIRPORT/ CLIENT:</b>	San Francisco Int’l. Airport (SFO), San Francisco Airport Commission	<b>CONTACT PERSON:</b>	Rob Forester, Director, Security, Emergency Management & Communications
<b>ADDRESS:</b>	Airport Commission Offices, 5th Floor North Shoulder Building, San Francisco, CA 94128		
<b>TELEPHONE:</b>	(650) 821-3925	<b>EMAIL ADDRESS:</b>	Rob.Forester@flysfo.com

**SCOPE OF WORK:** Service Dates: 2008-2013 & 2018-Present; ~1,800 weekly hours of general airport security services with a security team of 50. CAS provides 49 CFR Part 1542-compliant airport Security Guard services at 4 terminals including Pre/Post Security Inspection of employees and belongings, Pre/Post Security Inspection of vendor and employee deliveries and merchandise, General Security Services in response to TSA and Airport Security Directives and emergencies, airport entry and exit lane access control (including Passenger Security Checkpoints and Exit lanes during non-TSA screening hours) and random inspections as part of insider threat deterrence.

### Vendor Reference Verification Forms

In accordance with the RFP requirements, we have included three (3) non–Broward County Board of County Commissioners’ references using the provided Vendor Reference Verification Form.

Please note that one of our reference organizations was only able to complete the portions of the form containing non-subjective, information. Several of our current clients are bound by internal policies that restrict them from providing detailed evaluations or qualitative feedback regarding vendor performance. Additionally, some references may be reluctant to provide rating information directly to us in writing as their service provider but would be open to responding to reference check communication from BCAD employees.

We appreciate the opportunity to submit these references for consideration and trust they will assist in demonstrating our proven capability and commitment to quality service delivery.

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*The completed Vendor Verification Forms have also been electronically submitted through BPRO.*

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**VENDOR REFERENCE VERIFICATION FORM (RFP/RLI/RFQ)**

<b>Solicitation No. &amp; Title: BLD2129654P1 – Security Guard Services for FLL and North Perry Airports</b>				
Reference For (hereinafter, "Vendor"):	Covenant Aviation Security, LLC			
Reference Date:	09/29/25			
Organization/Firm Providing Reference:	City and County of Denver, Denver International Airport			
Contact Name:	John Smithwick			
Contact Title:	Senior Director of Airport Operations			
Contact Email:	<a href="mailto:John.Smithwick@flydenver.com">John.Smithwick@flydenver.com</a>			
Contact Phone:	303-342-4312			
Name of Referenced Project:	DEN Security Services – Regulatory Services Agreement			
Contract Number:	Contract No. 202159447-00			
Date Range of Services Provided:	Start Date: 07/22/22	End Date: 07/21/27		
Project Amount:	\$145,548,419.28			
Vendor's Role in Project:	<input checked="" type="checkbox"/> Prime	<input type="checkbox"/> Subconsultant/Subcontractor		
Would you use this Vendor again?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No		
If you answered no to the question above, please specify below: (attach additional sheet if needed) Click or tap here to enter text.				
Description of services provided by Vendor, please specify below: (attach additional sheet if needed) Covenant Aviation Security is contracted to provide approximately 350 security guards at DEN. The scope of work includes all regulatory posts including, but not limited to, vehicle entry gates, vendor inspections of products entering the sterile area, freight elevators, perimeter and concourse patrols, construction access, and other security requirements.				
Please rate your experience with the referenced Vendor via checkbox:	Needs Improvement	Satisfactory	Excellent	Not Applicable
<b>Vendor's Quality of Service:</b>				
Responsive:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accuracy:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Vendor's Organization:</b>				
Staff Expertise:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Professionalism:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Turnover:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Timeliness of:</b>				
Project:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Project completed within budget:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Cooperation with:</b>				
Your Firm:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Subcontractor(s)/Subconsultant(s):	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Regulatory Agency(ies):	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<small>All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this 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 the Broward County Procurement Code.</small>				
<b>***THE SECTION BELOW IS FOR COUNTY USE ONLY***</b>				
Verified via: <input type="checkbox"/> Email <input type="checkbox"/> Verbal	Verified by:	Click or tap here to enter text.	Division:	Click or tap here to enter text.
			Date:	Click or tap here to enter text.

**VENDOR REFERENCE VERIFICATION FORM (RFP/RLI/RFQ)**

<b>Solicitation No. &amp; Title: BLD2129654P1 – Security Guard Services for FLL and North Perry Airports</b>				
Reference For (hereinafter, “Vendor”):	Covenant Aviation Security			
Reference Date:	10/8/2025			
Organization/Firm Providing Reference:	Port of Portland			
Contact Name:	Ethan Barske			
Contact Title:	Sr. Manager, Aviation Security			
Contact Email:	Ethan.Barske@portofportland.com			
Contact Phone:	503-423-7065			
Name of Referenced Project:	Aviation Security Services Contract			
Contract Number:	1592			
Date Range of Services Provided:	Start Date: 6/1/2025	End Date: 5/30/2033		
Project Amount:	\$48M			
Vendor’s Role in Project:	<input checked="" type="checkbox"/> Prime	<input type="checkbox"/> Subconsultant/Subcontractor		
Would you use this Vendor again?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No		
If you answered no to the question above, please specify below: (attach additional sheet if needed) Click or tap here to enter text.				
Description of services provided by Vendor, please specify below: (attach additional sheet if needed) Perform employee screening at randomly assigned access points to the Restricted Area; Staff vehicle security checkpoints on the airfield 24/7/365 to perform personnel identity verification and vehicle security screenings; Staff a terminal exit lane 24/7 to prevent counterflow and breaches of the Sterile Area; Staff access points to CBP FIS during international flight arrival operations; Conduct security patrols and audits throughout the PDX campus as assigned; Perform ad hoc security services as as assigned, such as staffing temporary access portals, providing escorts, or providing security staff in support of irregular operations or events.				
Please rate your experience with the referenced Vendor via checkbox:	Needs Improvement	Satisfactory	Excellent	Not Applicable
<b>Vendor’s Quality of Service:</b>				
Responsive:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accuracy:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Vendor’s Organization:</b>				
Staff Expertise:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Professionalism:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Turnover:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Timeliness of:</b>				
Project:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Project completed within budget:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Cooperation with:</b>				
Your Firm:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Subcontractor(s)/Subconsultant(s):	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Regulatory Agency(ies):	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<small>All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this 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 the Broward County Procurement Code.</small>				
<b>***THE SECTION BELOW IS FOR COUNTY USE ONLY***</b>				

Verified via: <input type="checkbox"/> Email <input type="checkbox"/> Verbal	Verified by:	Click or tap here to enter text.	Division:	Click or tap here to enter text.
			Date:	Click or tap here to enter text.

Vendor Reference Verification Form – RFP/RLI/RFQ  
Form Date 4/1/25

**VENDOR REFERENCE VERIFICATION FORM (RFP/RLI/RFQ)**

<b>Solicitation No. &amp; Title: BLD2129654P1 – Security Guard Services for FLL and North Perry Airports</b>				
Reference For (hereinafter, “Vendor”):	Covenant Aviation Security, LLC			
Reference Date:	October 1, 2025			
Organization/Firm Providing Reference:	City of Phoenix – Aviation Department			
Contact Name:	Annie Sleeper			
Contact Title:	Contracts Specialist II*Lead			
Contact Email:	annie.sleeper@phoenix.gov			
Contact Phone:	602-273-4389			
Name of Referenced Project:	Aviation Security Guard Services – Regulatory - External			
Contract Number:	159472			
Date Range of Services Provided:	Start Date: January 1, 2024	End Date: December 31, 2029		
Project Amount:	\$14.5M			
Vendor’s Role in Project:	<input checked="" type="checkbox"/> Prime	<input type="checkbox"/> Subconsultant/Subcontractor		
Would you use this Vendor again?	<input type="checkbox"/> Yes	<input type="checkbox"/> No		
If you answered no to the question above, please specify below: (attach additional sheet if needed) (Due to City policy, no subjective rating can be completed on this form – all scope and contract info is listed)				
Description of services provided by Vendor, please specify below: (attach additional sheet if needed) The vendor provides unarmed, uniformed security services and patrols at various posts for Phoenix Sky Harbor International Airport and its owned and maintained facilities. These posts are generally outdoor within and/or along the perimeter of the airports or any Aviation Department controlled off campus properties. The contract estimates 1336 weekly hours for security guards and 168 weekly hours for supervision.  The vendor’s current contract (No. 159472) started on January 1, 2024 and is for an initial two years with three one-year options to extend. Previously, the vendor provided these services from January 1, 2019 – December 31, 2023 under Contract No. 149066.				
Please rate your experience with the referenced Vendor via checkbox:	Needs Improvement	Satisfactory	Excellent	Not Applicable
<b>Vendor’s Quality of Service:</b>				
Responsive:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accuracy:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Vendor’s Organization:</b>				
Staff Expertise:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professionalism:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Turnover:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Timeliness of:</b>				
Project:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deliverables:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project completed within budget:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Cooperation with:</b>				
Your Firm:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Subcontractor(s)/Subconsultant(s):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regulatory Agency(ies):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this 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 the Broward County Procurement Code.*

**\*\*\*THE SECTION BELOW IS FOR COUNTY USE ONLY\*\*\***

Verified via: <input type="checkbox"/> Email <input type="checkbox"/> Verbal	Verified by:	Click or tap here to enter text.	Division:	Click or tap here to enter text.
			Date:	Click or tap here to enter text.

Vendor Reference Verification Form – RFP/RLI/RFQ  
Form Date 4/1/25

## 4. WORKLOAD OF THE CONTRACTOR

*For the Prime Vendor only, list all completed and active projects that Vendor has managed within the past five (5) years. In addition, list all projected projects that Vendor will be working on in the near future. Projected projects will be defined as a project(s) that Vendor is awarded a contract but the Notice to Proceed has not been issued. Identify any projects that Vendor worked on concurrently. Describe Vendor's approach to managing these projects. Were there or will there be any challenges for any of these listed projects? If so, describe how Vendor dealt or will deal with projects' challenges.*

Following is a list of projects CAS has or is currently managing within the past five years—

### COMPLETED

Airport, Client	Project	HPW	Term	Period of Performance
<b>IAH and HOU</b> , Houston Airport System	Security Guard Services for the Houston Airport System	4,200	Three (3) years with two (2) one-year optional renewals	DEC 2018 - DEC 2023

### ACTIVE

Airport, Client	Project	HPW	Term	Period of Performance
<b>SFO</b> , Department of Homeland Security, Transportation Security Administration	TSA Screening Partnership Program (SPP)	43,000	One (1) year with four (4) one-year option renewals	FEB 2021 - PRESENT <i>2002-2021 Previous Contracts</i>
<b>ORD</b> , Commercial Air Cargo Carrier	Aviation Cargo Security and Screening Services	700	Evergreen	MAR 2022 – PRESENT <i>2002-2022 Previous Contracts</i>
<b>MCO</b> , Greater Orlando Aviation Authority	Security Services	7,800	Three (3) years with two (2) one-year optional renewals	APR 2023 – PRESENT <i>2007-2023 Previous Contracts</i>
<b>SFO</b> , San Francisco Airport Commission	General Aviation Security Services	1,800	Two (2) years with two (2) two-year optional renewals	JUN 2024 – PRESENT <i>2018-2024 Previous Contract</i>
<b>PHX</b> , City of Phoenix Aviation Department	Airport Security Guard Services	2,000	Two (2) years with three (3) one-year optional renewals	JAN 2024 – PRESENT <i>2018-2024 Previous Contract</i>
<b>OAK</b> , City of Oakland	Airport Security Guard Services	950	Three (3) years with three (3) one-year automatic renewals <i>Additional two-year option extension recently awarded</i>	SEP 2019 - PRESENT

Airport, Client	Project	HPW	Term	Period of Performance
<b>DFW</b> , Commercial Air Cargo Carrier	Security Guard Services	1,700	Three (3) years with successive one-year automatic renewals	APR 2022 - PRESENT
<b>DEN</b> , City and County of Denver	Professional Regulatory Security Services	13,000	Three (3) years with two (2) one-year optional renewals	JUL 2022 - PRESENT
<b>ONT</b> , Commercial Air Cargo Carrier	Aviation Cargo Screening Services	250	Three (3) years with successive one-year automatic renewals	APR 2024 - PRESENT
<b>PDX</b> , Port of Portland	On-Call Security Services	1,600	Five (5) years with three (3) one-year optional renewals	JUN 2025 - PRESENT
<b>MKE</b> , Milwaukee County	Unarmed Airport Security Services	750	Three (3) years with two (2) one-year optional renewals	OCT 2025 – PRESENT

## APPROACH TO MANAGING PROJECTS

Over the past 20+ years, CAS has successfully managed a wide portfolio of active and completed projects through a comprehensive, client-centric service delivery model and a disciplined operations management framework. In the past five years, CAS has experienced significant growth driven by our aviation-specific security approach, which has proven effective in meeting the unique operational, regulatory, and safety requirements of airports. Our approach emphasizes consistent execution, operational excellence, and client satisfaction, ensuring high-quality, reliable security services across all contract locations.

- ★ **Customer Site-Focused Service Model with Senior Oversight.** CAS operates under a Customer Site-Focused Service Model, rather than a traditional branch-based structure. Individuals assigned to your security team are not shared resources supporting other clients in various industries—they are 100% focused on the FLL and HWO Airport security program and have the aviation-specific security training and experience to understand and support the unique and demanding requirements of aviation security. Each project is led by an experienced, dedicated Site Manager who is based at the client location and empowered to make real-time decisions. These site leaders are supported by actively engaged senior management, who maintain ongoing involvement to ensure alignment with contractual requirements, client expectations, and performance goals. This model fosters a culture of accountability, agility, and responsiveness, which has been key to our success in managing both ongoing and completed projects across multiple airports.
- ★ **Structured Project Management and Transition Planning.** For every new contract or expansion, we implement a formal Project Management approach led by a dedicated Transition Manager. Transitions are executed using a detailed process map and timeline, covering staffing, training, equipment deployment, compliance checks, and operational readiness milestones. This structured methodology ensures that all transitions are completed on time, within scope, and with minimal operational disruption.
- ★ **Employee Retention and Workforce Stability.** Recognizing that workforce stability is critical to project success, we place a strong emphasis on the recruitment, training, and retention of skilled personnel. We proactively implement strategies to improve retention across all projects, including competitive compensation, professional development programs, and a strong emphasis on team

culture. This focus has led to reduced turnover and consistently high performance across both long-standing and recently completed projects.

- ★ **Established, Documented Processes Supporting Consistency.** All active and completed projects are managed using established operational plans, procedures, and manuals that are regularly reviewed and updated. These documents guide everything from daily operations to emergency response and quality assurance, ensuring that all personnel have clear, consistent guidance regardless of project size or location. This systemized approach has supported our ability to scale operations while maintaining service quality and compliance.
- ★ **Tailored Training and Quality Assurance with SAFETY Act Alignment.** Our Training and Quality Assurance programs are aligned with SAFETY Act Certification standards and are tailored to the specific requirements of each client's airport. This includes scenario-based training, site-specific operational protocols, and ongoing quality assessments to ensure high levels of performance and safety. Across all projects, both active and completed, this alignment has ensured a high degree of preparedness and compliance with federal and local requirements.

## CHALLENGES

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While managing projects over the past 20+ years, CAS has encountered and successfully navigated various challenges, including:

- > **Inheriting Projects with Critically Low Staffing Levels.** On multiple occasions, CAS has assumed operations where the outgoing contractor left the site severely understaffed, well below contractual requirements. In response, we immediately activated our rapid recruitment protocols, drawing from pre-qualified candidate pools, national job boards, and local hiring events.

Our Transition Manager, in coordination with our Human Resources and Operations teams, worked tirelessly in parallel to expedite onboarding, training, and deployment while ensuring compliance with all regulatory and site-specific requirements. Additionally, we deployed temporary resources from our internal surge staffing team to stabilize operations during the ramp-up period. This approach ensured uninterrupted service while we rebuilt a stable, long-term workforce.

- > **Accelerated Transition Timelines (Less Than 30 Days).** CAS has also successfully completed several transitions under compressed timelines, significantly shorter than the typical 30-to-45-day industry standard. In these situations, we fast-tracked our project implementation process by mobilizing transition teams immediately upon award notification and leveraging our established process maps to parallel-track critical activities such as onboarding, uniform distribution, and site-specific training.

Our engaged senior leadership remained actively involved throughout these accelerated transitions, providing on-site support and decision-making authority to overcome logistical constraints and regulatory deadlines. As a result, we achieved full operational readiness within the contracted timeline while maintaining quality and compliance standards.

In managing the listed projects, CAS has consistently demonstrated a proven ability to successfully execute and oversee security services at multiple airports concurrently and without compromising quality or compliance. Our approach is grounded in rigorous planning, proactive communication, and a deep understanding of airport security protocols and stakeholder coordination. While challenges such as tight implementation timelines, evolving regulatory requirements, and coordination across multiple agencies are inherent in these projects, we address them through agile problem-solving, experienced on-site leadership, and close collaboration with airport authorities. Our track record across similar projects illustrates our capacity to anticipate potential issues and implement responsive, efficient



solutions ensuring all projects are delivered on time, within scope, and to the highest standards of safety and performance.

CAS's robust operational framework, disciplined project management, and experienced leadership have enabled us to address project challenges proactively and effectively. Our ability to quickly stabilize operations, build strong teams, and align with client expectations continues to be a defining strength in both active and completed projects.

## 5. LOCATION

*Refer to Location Certification Form and submit as instructed. Points shall be allocated as follows based on the vendor's selection of one of the five options in the Location Certification Form: Option 1 (0 points); Option 2 (5 points); Option 3 (3 points); Option 4 (points range from 0-5 depending on the composition of the joint venture); and Option 5 (0 points).*

The required Location Certification Form is provided on the following pages.

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*The completed Location Certification Form has also been electronically submitted through BPRO.*

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**LOCATION CERTIFICATION  
REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

**To Be Eligible for Local Preference: (refer to Instructions to Vendors if applicable to the solicitation)**

The Vendor should submit this fully completed form and all Required Supporting Documentation (as indicated below) by solicitation end date. If not provided with submittal, the Vendor must submit within three business days after County's written request. Failure to submit required forms or information by stated timeframes may deem the Vendor ineligible for local preference or points for location.

**To be eligible for the 'Location' tiebreaker: (refer to Instructions to Vendors if applicable to the solicitation)**

The Vendor must submit this fully completed form *and* a copy of its Broward County local business tax receipt by solicitation end date. Vendors who fail to comply with this submittal deadline *will not* be eligible for the location tiebreaker.

Broward County [Code of Ordinances, Section 1-74](#), et seq., provides certain preferences to Local Businesses, Locally Based Businesses, and Locally Based Subsidiaries, and the [Broward County Procurement Code](#) provides location as the first tiebreaker criteria. The undersigned Vendor hereby certifies that (check the box for only one option below):

- Option 1:** The Vendor is a **Local Business**, but does not qualify as a Locally Based Business or a Locally Based Subsidiary, as each term is defined by Section 1-74, Broward County Code of Ordinances. The Vendor further certifies that:

- A. It has continuously maintained, for at least the one (1) year period immediately preceding the bid posting date (i.e., the date on which the solicitation was advertised),
- i. a physical business address located within the limits of Broward County, listed on the Vendor's valid business tax receipt issued by Broward County (unless exempt from business tax receipt requirements),
  - ii. in an area zoned for the conduct of such business,
  - iii. that the Vendor owns or has the legal right to use, and
  - iv. from which the Vendor operates and performs on a day-to-day basis business that is a substantial component of the goods or services being offered to Broward County in connection with the applicable competitive solicitation (as so defined, the "Local Business Location").

If Option 1 selected, indicate **Local Business Location:**

Street Address: [Click or tap here to enter text.](#)

City, State, Zip: [Click or tap here to enter text.](#)

- Option 2:** The Vendor is both a **Local Business** and a **Locally Based Business** as each term is defined by Section 1-74, Broward County Code of Ordinances. The Vendor further certifies that:

- A. The Vendor has continuously maintained, for at least the one (1) year period immediately preceding the bid posting date (i.e., the date on which the solicitation was advertised),
- i. a physical business address located within the limits of Broward County, listed on the Vendor's valid business tax receipt issued by Broward County (unless exempt from business tax receipt requirements),
  - ii. in an area zoned for the conduct of such business,
  - iii. that the Vendor owns or has the legal right to use, and
  - iv. from which the Vendor operates and performs on a day-to-day basis business that is a substantial component of the goods or services being offered to Broward County in connection with the applicable competitive solicitation as so defined, the "Local Business Location").
- B. The Local Business Location is the primary business address of the majority of the Vendor's employees as of the bid posting date, and/or the majority of the work under the solicitation, if

**LOCATION CERTIFICATION  
REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

awarded to the Vendor, will be performed by employees of the Vendor whose primary business address is the Local Business Location;

- C. The Vendor's management directs, controls, and coordinates all or substantially all of the day-to-day activities of the entity (such as marketing, finance, accounting, human resources, payroll, and operations) from the Local Business Location;
- D. The Vendor has not claimed any other location as its principal place of business within the one (1) year period immediately preceding the bid posting date; and
- E. Less than fifty percent (50%) of the total equity interests in the business are owned, directly or indirectly, by one or more entities with a principal place of business located outside of Broward County. The Vendor certifies that the total equity interests in the owned, directly or indirectly, by one or more entities with a principal place of business Vendor located outside of Broward County is \_\_\_ %.

If Option 2 selected, indicate **Local Business Location**:

Street Address: [Click or tap here to enter text.](#)

City, State, Zip: [Click or tap here to enter text.](#)

- Option 3:** The Vendor is both a **Local Business** and a **Locally Based Subsidiary** as each term is defined by Section 1-74, Broward County Code of Ordinances. The Vendor further certifies that:

- A. The Vendor has continuously maintained:
  - i. for at least the one (1) year period immediately preceding the bid posting date(i.e., the date on which the solicitation was advertised),
  - ii. a physical business address located within the limits of Broward County, listed on the Vendor's valid business tax receipt issued by Broward County (unless exempt from business tax receipt requirements),
  - iii. in an area zoned for the conduct of such business,
  - iv. that the Vendor owns or has the legal right to use, and
  - v. from which the Vendor operates and performs on a day-to-day basis business that is a substantial component of the goods or services being offered to Broward County in connection with the applicable competitive solicitation (as so defined, the "Local Business Location").
- B. The Local Business Location is the primary business address of the majority of the Vendor's employees as of the bid posting date, and/or the majority of the work under the solicitation, if awarded to the Vendor, will be performed by employees of the Vendor whose primary business address is the Local Business Location;
- C. The Vendor's management directs, controls, and coordinates all or substantially all of the day-to-day activities of the entity (such as marketing, finance, accounting, human resources, payroll, and operations) from the Local Business Location;
- D. The Vendor has not claimed any other location as its principal place of business within the one (1) year period immediately preceding the bid posting date; and
- E. At least fifty percent (50%) of the total equity interests in the business are owned, directly or indirectly, by one or more entities with a principal place of business located outside of Broward County. The Vendor certifies that the total equity interests in the Vendor owned, directly or indirectly, by one or more entities with a principal place of business located outside of Broward County is \_\_\_ %.

If Option 3 selected, indicate **Local Business Location**:

Street Address: [Click or tap here to enter text.](#)

City, State, Zip: [Click or tap here to enter text.](#)

**LOCATION CERTIFICATION  
REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

- Option 4:** The Vendor is a **joint venture** composed of one or more Local Businesses, Locally Based Businesses, or Locally Based Subsidiaries, as each term is defined by Section 1-74, Broward County Code of Ordinances. Fill in blanks with percentage equity interest or list "N/A" if section does not apply. The Vendor further certifies that:

- A. The proportion of equity interests in the joint venture owned by **Local Business(es)** (each Local Business must comply with all of the requirements stated in Option 1) is \_\_\_\_\_% of the total equity interests in the joint venture; and/or
- B. The proportion of equity interests in the joint venture owned by **Locally Based Business(es)** (each Locally Based Business must comply with all of the requirements stated in Option 2) is \_\_\_\_\_% of the total equity interests in the joint venture; and/or
- C. The proportion of equity interests in the joint venture owned by **Locally Based Subsidiary(ies)** (each Locally Based Subsidiary must comply with all of the requirements stated in Option 3) is \_\_\_\_\_% of the total equity interests in the joint venture.

If Option 4 selected, indicate the Local Business Location(s) on separate sheet.

- Option 5:** Vendor is not a Local Business, a Locally Based Business, or a Locally Based Subsidiary, as each term is defined by Section 1-74, Broward County Code of Ordinances.

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**Required Supporting Documentation (in addition to this form):**

**Option 1 or 2 (Local Business or Locally Based Business)**

1. Broward County local business tax receipt.

**Option 3 (Locally Based Subsidiary)**

1. Broward County local business tax receipt.
2. Documentation identifying the Vendor's vertical corporate organization and names of parent entities.

**Option 4 (joint venture)** composed of one or more Local Business(es), Locally Based Business(es), or Locally Based Subsidiary(ies):

1. Broward County local business tax receipt(s) for each Local Business(es), Locally Based Business(es), and/or Locally Based Subsidiary(ies).
2. Executed joint venture agreement if the Vendor is a joint venture.
3. If joint venture is comprised of one or more Locally Based Subsidiary(ies), submit documentation identifying the vertical corporate organization and parent entities name(s) of each Locally Based Subsidiary.

If requested by County (any option):

1. Written proof of the Vendor's ownership or right to use the real property at the Local Business Location.
2. Additional documentation relating to the parent entities of the Vendor.
3. Additional documentation demonstrating the applicable percentage of equity interests in the joint venture, if not shown in the joint venture agreement.
4. Any other documentation requested by County regarding the location from which the activities of the Vendor are directed, controlled, and coordinated.

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By submitting this form, the Vendor certifies that if awarded a contract, it is the intent of the Vendor to remain at the Local Business Locations listed above, if any (or another qualifying Local Business Location within Broward County), for the duration of the contract term, including any renewals or extensions.

**LOCATION CERTIFICATION**  
**REQUEST FOR PROPOSAL, REQUEST FOR QUALIFICATION, OR REQUEST FOR LETTER OF INTEREST**

**True and Correct Attestations:**

Any misleading, inaccurate, or false information or documentation submitted by any party affiliated with this procurement may lead to suspension and/or debarment from doing business with Broward County as authorized by the Broward County Procurement Code. The Vendor understands that, if after contract award, the County learns that any of the information provided by the Vendor on this form was false, and the County determines, upon investigation, that the Vendor's provision of such false information was willful or intentional, the County may exercise any contractual right to terminate the contract. The provision of false or fraudulent information or documentation by a Vendor may subject the Vendor to civil and criminal penalties.

**Vendor Name:** Covenant Aviation Security, LLC

Signature: 

Printed Name: Timothy P. O'Connell

Title: CFO

Date: October 16, 2025

*Form Date 9/9/24*

## 6. PRICING

*Refer to the Bid Table and submit pricing as instructed. Points value allocated for pricing will be based on the price proposed for years 1 through 2 of the initial term. Refer to the Instructions to Vendors for additional information.*

### **Price Proposal Narrative**

The bill rates provided by CAS are fully burdened rates that encompass all components outlined in our written response. This includes transition, implementation, overhead, and indirect costs such as fringe benefits, payroll taxes, training, uniforms, equipment, C-DRAS™ integrated technology system, insurance, general and administrative costs, and profit.

These rates also reflect pay levels that meet or exceed the Broward County Living Wage Ordinance required for Security Services Officers, while also factoring in the Collective Bargaining Agreement in place with SEIU 32BJ. Our bill rates reflect an emphasis on employee compensation to ensure our ability to attract and retain top-tier security professionals through competitive wages, performance-based rewards, competitive employee benefits, and an experienced hands-on management team dedicated to supporting the BCAD security program.

The bill rates provided in the Bid Table are based on the information provided in the RFP, the County's answers to questions, and Addendums 1 and 2:

### **Pricing Assumptions and Considerations:**

- Wages.** CAS acknowledges that Broward County's Living Wage Ordinance governing 2026 security officer wages is expected to be released in Q4 of 2025. In the absence of this information, we are proposing a 3% increase over the current 2025 wage rates, consistent with prevailing CPI trends. As noted in the County's response to Question 127, the 2026 Living Wage rate will apply for approximately three months of the first contract year (beginning on or around October 1, 2026. CAS has further programmed 3% increases, aligned with statutory maximums, to project Living Wage rates for 2027 and 2028. Due to the timing difference between Living Wage adjustments and contract year start dates, CAS has adopted a weighted average approach in projecting wages to incorporate into our fixed annual bill rates. These weighted average wage estimates are summarized below:

Applicable Contract Year	Applicable Calendar Months	Projected Living Wage Paid (inclusive of Healthcare Benefit Cost)	Weighted Average Estimated Wage per Contract Year
Year 1	10/1/26 – 12/31/26	\$22.69	\$23.20
Year 1	01/1/27 – 09/30/27	\$23.37	
Year 2	10/1/27 – 12/31/27	\$23.37	\$23.90
Year 2	01/1/28 – 09/30/28	\$24.07	

- Collective Bargaining Agreement.** CAS has thoroughly reviewed the applicable Collective Bargaining Agreement with SEIU 32BJ and has incorporated all relevant economic terms and conditions into our proposed pricing. This includes substantial benefits for Holiday, Paid Time Off (PTO), Vacation, Health Insurance and 401(k) plans.

Under the Broward County Living Wage Ordinance, if a covered employee declines health care benefits, the employer is not required to pay the hourly cost of that benefit as additional wages provided the employer provides written proof of the covered employee's declination. However, Appendix A – 5(b) of the CBA mandates that employers must pay the value of this health care benefit as wages to employees who decline coverage.

Accordingly, CAS has projected that all Security Officers will want to be compensated at the highest wage rate allowed under the Ordinance, even though CAS offers comprehensive and competitive healthcare benefits. To maintain equity and prevent wage compression across levels, this adjustment has been extended to all SOCs, Supervisors, and overhead positions. While this approach increases total contract costs, it ensures that 100% of the additional funds directly benefit the dedicated front-line Officers and Supervisors serving the airport operation.

3. **Relief Hours.** CAS will ensure 100% post coverage at all times by providing sufficient Security Officers to provide relief during all rest breaks, meal breaks, call-offs, sick leave, and other unscheduled absences. We do not intend to use Supervisors to relieve the Officer workforce so that Supervisors can focus on inspection and oversight duties to maintain regulatory compliance and operational quality.

According to the County's response to Question No. 34, relief hours are included in the total billable hours and staffing information outlined in the Operational Post Requirements. Therefore, CAS has not included any additional non-billable relief hours in our proposal, based on the understanding that BCAD has already accounted for these hours in its estimates. While the County has not specified the exact number of relief hours that were included, our assumption is that the programmed hours are sufficient to meet all operational needs.

4. **Non-Billable Training.** As part of transition activities, CAS included sufficient non-billable hours to retrain 100% of the incumbent workforce in accordance with all new hire training, both classroom and OJT, as specified in the County's response to Question 41. In addition, our proposed rates account for significant training costs associated with scaling operations from approximately 7,600 service hours per week initially to roughly 13,000 service hours per week under the new contract. Our estimate is that the projected total workforce will be approximately 360 CSS personnel with this expansion. This represents approximately 30,000 hours of non-billable training that have been incorporated into our overall pricing.
5. **Critical Program Support Staff.** As detailed throughout our RFP response, CAS's Program Management Plan includes a dedicated local support team that extends beyond the three key personnel required by the County. Based on our experience managing similar large-scale operations at Category X airports, we recognize these additional support positions as essential to the success of the program in maintaining the highest levels of security performance in this heavily regulated environment.

To ensure continuous operational excellence, CAS is proposing five (5) Duty Managers to provide 24/7/365 managerial coverage, ensuring consistent oversight and accountability across all shifts. We are also proposing five (5) dedicated Trainers to support both initial and ongoing training requirements, enabling a smooth transition and effective scaling of the workforce to meet the new contract demands. Additionally, we are proposing six (6) dedicated Human Resource professionals to provide critical local support to ensure full compliance with County requirements and effective management of all personnel-related functions.

This enhanced support structure reflects CAS's commitment to delivering exceptional Aviation Security Services and ensuring the ongoing success and integrity of the County's Airport Security Program.

- 6. Subcontracting Partnership.** Establishing a qualified County Business Enterprise (CBE) partner for this engagement is a central element of CAS's program strategy. The successful selection, mentorship, and management of a capable subcontractor/partner will be essential to ensuring the success of the airport security program. Because of the highly specialized and regulated nature of aviation security services, as well as the significant subcontracting scope required to achieve the County's 25% participation goal, identifying an appropriate partner has presented unique opportunities.

Awarding a single subcontract of this scale would cause a CBE to ultimately exceed the \$5 million annual revenue cap that defines CBE eligibility by the end of the contract term. Conversely, dividing the scope among multiple subcontractors would undermine security industry best practices of having a clear and unified chain of command resulting in significantly increased risk to the security operation. To balance these competing priorities, CAS is proposing Infinity Protection as our CBE partner, a firm with proven capabilities, a strong local presence, and a demonstrated commitment to compliance and service quality. If awarded, we look forward to helping Infinity Protection graduate from the CBE program at the end of the contract term.

CAS views this requirement not merely as a contractual obligation, but as an opportunity to build enduring local capacity and create shared value for the County. Ensuring seamless integration of this partnership with Infinity Protection requires substantial investment in onboarding, training, and administrative oversight to ensure regulatory compliance. These costs have been incorporated into our proposed bill rates.

- 7. Vehicles.** In alignment with the County's clarification provided in response to Question 46, CAS is proposing a total of eight (8) fully equipped, dedicated vehicles to this contract in order to ensure that five (5) vehicles are actively operational at all times. This allocation provided sufficient redundancy to maintain continuous service and operational readiness, even during periods of scheduled or unscheduled maintenance or repairs. By planning for backup capacity, we will ensure uninterrupted support for all security operations and consistent fulfillment of the County's requirements.

We believe transparency and realistic cost assumptions are vital to ensuring the long-term success and stability of the program, even if incorporating these factors may result in higher pricing relative to competitors who take a narrower view of program requirements. If the County determines that our understanding of the assumptions affecting pricing are incorrect, we welcome the opportunity to discuss them and adjust our pricing as part of a Best and Final Offer.

## BPRO ATTACHMENTS

### Provide with submission; County will not request after submittal—

- > Vendor Proposal
- > RFP RFQ RLI Agreement Exception

### Required with submission—

- > Bid Table - BLD2129654P1 (BT-49AU)
- > Proposal Bond (or Alternate Bid Security)
- > RFP RFQ RLI Location Certification
- > RFP RFQ RLI Vendor Questionnaire and Standard Certifications

### Submit with proposal or within three business days—

- > Financial Statements\* (**CONFIDENTIAL**)
- > Surety/Bonding Company Letter for Payment & Performance Bond
- > Criminal History Screening Form
- > Broward County Local Business Tax Receipt – N/A
- > Certificate of Insurance/Letter from Insurance Carrier or Requirements
- > Litigation History
- > Living Wage Ordinance Written Declaration
- > Workforce Investment Requirement
- > Lobbyist Registration Requirement Certification
- > OESBD Affiliated Entities of the Principals Certification
- > OESBD Letter of Intent and/or Application of Good Faith Efforts or Procurement Preference
- > Prime Consultant/Contractor License
- > RFP RFQ RLI Domestic Partnership Act Certification
- > RFP RFQ RLI Vendor Reference Verification
- > RFP RFQ RLI Volume of Previous Payments Attestation
- > Subcontractors Subconsultants Suppliers Requirement

*\*Based on responses to questions #72 and #93, CAS has included redacted financial statements with our electronic BPRO submission and sent three (3) hard copies unredacted and one (1) copy redacted to Broward County Purchasing Division, according to 'Instructions to Vendors', Item Q.*

**LOBBYIST REGISTRATION REQUIREMENT CERTIFICATION**

The completed form should be submitted with the solicitation response but must be submitted within three business days after County’s request. The Vendor may be deemed nonresponsive for failure to fully comply within stated timeframes.

The Vendor certifies that it understands if it has retained a lobbyist(s) to lobby in connection with a competitive solicitation, it shall be deemed nonresponsive unless the firm, in responding to the competitive solicitation, certifies that each lobbyist retained has timely filed the registration or amended registration required under the [Broward County Lobbyist Registration Act, Sections 1-260 through 1-262](#), Broward County Code of Ordinances; and it understands that if, after awarding a contract in connection with the solicitation, the County learns that the certification was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Vendor, the County may, on that basis, exercise any contractual right to terminate the contract for convenience.

The Vendor hereby certifies that: (select one)

- It has not retained a lobbyist(s) to lobby in connection with this competitive solicitation; however, if retained after the solicitation, the County will be promptly notified.
  
- It has retained a lobbyist(s) to lobby in connection with this competitive solicitation and certifies that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Sections 1-260 through 1-262, Broward County Code of Ordinances.

It is a requirement of this solicitation that the names of any and all lobbyists retained to lobby in connection with this solicitation be listed below:

Name of Lobbyist: Bernie Friedman	Name of Lobbyist: Click or tap here to enter text.
Lobbyist’s Firm: Becker and Poliakoff	Lobbyist’s Firm: Click or tap here to enter text.
Phone: 954-985-4180	Phone: Click or tap here to enter text.
E-mail: bfriedman@beckerlawyers.com	E-mail: Click or tap here to enter text.

**Vendor Name:** Covenant Aviation Security, LLC

Signature: 

Printed Name: Timothy P. O’Connell

Title: CFO

Date: October 16, 2025

**FLORIDA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES**

**WILTON SIMPSON  
COMMISSIONER**

**DIVISION OF LICENSING**

**11/13/24**  
DATE ISSUED

**11/13/27**  
DATE OF EXPIRATION

**B 2200165**  
LICENSE NUMBER

**COVENANT AVIATION SECURITY, LLC.**

6150 CARGO RD  
BLDG 858  
ORLANDO, FL 32827

RASCIA, LOUIS, OTHER  
JACOBSON, MELINDA, OTHER  
BOLLES, MICHAEL D, OTHER  
MUELLER, CHRISTINE M., OTHER  
PARK, JERRY E., OTHER

THE *SECURITY AGENCY* NAMED ABOVE IS LICENSED AND REGULATED UNDER THE PROVISIONS OF CHAPTER 493, FLORIDA STATUTES.



**WILTON SIMPSON  
COMMISSIONER**



# LETTER OF INTENT BETWEEN BIDDER/OFFEROR AND COUNTY BUSINESS ENTERPRISE (CBE) FIRM/SUPPLIER

This form is to be completed and signed for each CBE firm. If the PRIME is a CBE firm, please indicate the percentage performing with your own forces.

**Solicitation No.:** BLD2129654P1

**Project Title:** Security Guard Services for FLL and North Perry Airports

**Bidder/Offeror Name:** Covenant Aviation Security, LLC

Address: 1112 W. Boughton Rd., Suite 355 City: Bolingbrook State: IL Zip: 60440

Authorized Representative: Timothy O'Connell, CFO Phone: 630-771-1188

**CBE Firm/Supplier Name:** Infinity Protection, Inc.

Address: 3440 Hollywood Blvd. City: Hollywood State: FL Zip: 33021

Authorized Representative: Adrian Ellis, CEO Phone: 321-217-6823

- A. This is a letter of intent between the bidder/offeror on this project and a CBE firm for the CBE to perform work on this project.
- B. By signing below, the bidder/offeror is committing to utilize the above-named CBE to perform the work described below.
- C. By signing below, the above-named CBE is committing to perform the work described below.
- D. By signing below, the bidder/offeror and CBE affirm that if the CBE subcontracts any of the work described below, it may only subcontract that work to another CBE.

## Work to be performed by CBE Firm


Description	NAICS <sup>1</sup>	CBE Contract Amount <sup>2</sup>	CBE Percentage of Total Project Value
Security Guard Services at FLL and HWO Airports	561612		25 %
			%
			%

**AFFIRMATION:** I hereby affirm that the information above is true and correct.

### CBE Firm/Supplier Authorized Representative

Signature:  Title: CEO Date: 10/14/2025

### Bidder/Offeror Authorized Representative

Signature:  Title: CFO Date: 10/14/2025

<sup>1</sup> Visit [Census.gov](http://Census.gov) and select [NAICS](#) to search and identify the correct codes. Match type of work with NAICS code as closely as possible.

<sup>2</sup> To be provided only when the solicitation requires that bidder/offeror include a dollar amount in its bid/offer.

*In the event the bidder/offeror does not receive award of the prime contract, any and all representations in this Letter of Intent and Affirmation shall be null and void.*










# CAS-Infinity Protection\_FLL-HWO CBE Letter of Intent

Final Audit Report

2025-10-15

Created:	2025-10-14
By:	Coleen Wilson (coleen.wilson@covenantsecurity.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAArhp1EZxD_nYFoPQC9dX-6LdsENKAjY-g

## "CAS-Infinity Protection\_FLL-HWO CBE Letter of Intent" History

-  Document created by Coleen Wilson (coleen.wilson@covenantsecurity.com)  
2025-10-14 - 11:53:37 PM GMT
-  Document emailed to aellis@infinityprotection.com for signature  
2025-10-14 - 11:54:17 PM GMT
-  Email viewed by aellis@infinityprotection.com  
2025-10-15 - 0:02:17 AM GMT
-  Signer aellis@infinityprotection.com entered name at signing as Adrian Ellis  
2025-10-15 - 0:03:14 AM GMT
-  Document e-signed by Adrian Ellis (aellis@infinityprotection.com)  
Signature Date: 2025-10-15 - 0:03:16 AM GMT - Time Source: server
-  Document emailed to Tim O'Connell (tim.oconnell@covenantsecurity.com) for signature  
2025-10-15 - 0:03:18 AM GMT
-  Email viewed by Tim O'Connell (tim.oconnell@covenantsecurity.com)  
2025-10-15 - 0:21:59 AM GMT
-  Document e-signed by Tim O'Connell (tim.oconnell@covenantsecurity.com)  
Signature Date: 2025-10-15 - 0:22:53 AM GMT - Time Source: server
-  Agreement completed.  
2025-10-15 - 0:22:53 AM GMT

## LIVING WAGE ORDINANCE REQUIREMENTS

- A. This solicitation is subject to the Broward County's Living Wage Ordinance, [Section 26-100](#), et seq., of the Broward County Code of Ordinances ("Living Wage Ordinance"). By responding to the solicitation, Vendor agrees to comply with the provisions of the Living Wage Ordinance and acknowledges the penalties for noncompliance.
- B. All covered employees, including the Vendor's subcontractors, providing services pursuant to the Vendor's contract with the County, must be paid wage rates in accordance with the Living Wage Ordinance, as adjusted annually, no less than either:
1. the living wage rate with health care benefits (in addition to providing health care benefits); or
  2. the living wage rate without health care benefits.
- C. In addition, all such covered employees must be provided paid time off, by either the accrual method or the lump sum method, as described in the Living Wage Ordinance.
- D. The **Living Wage Ordinance Written Declaration** should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.
- E. Living Wage Requirements: All covered employees, including those of the Vendor's subcontractors, providing services pursuant to the Vendor's contract, shall be paid wage rates in accordance with the Living Wage Ordinance, as adjusted. The Vendor and covered subcontractors, hereinafter referred to as "covered employer" may comply with this living wage provision by choosing to pay no less than the lower specified hourly wage rate when said employer also provides health benefits to its covered employees. Proof of the provision of health care benefits must be submitted to the County to qualify for the living wage rate for employees with health care benefits.
1. Covered employees shall be paid not less than bi-weekly and without subsequent deduction or rebate of any amount (except for such payroll deductions as are directed or permitted by law or a collective bargaining agreement). The covered employer shall pay living wage rates in accordance with federal and all other applicable laws such as overtime and similar wage laws.
  2. The covered employer must post in a prominent place at the site of the work and where paychecks are distributed, a notice (Living Wage rates poster) specifying the wages/benefits to be paid under the Living Wage Ordinance. This poster will be made available by the County. Vendors shall provide a copy of the requirements of the Living Wage Ordinance to any subcontractor submitting a bid/quote/proposal for a subcontract under this contract, prior to their submitting a bid to the Vendor.
  3. The covered employer shall provide the statement required by section 26-102(i) of the Living Wage Ordinance, in English, Spanish, and Creole ("three language statement") to each covered employee with the employee's first paycheck and every six (6) months thereafter in the manner set forth by the Living Wage Ordinance.

Living Wage - Indexing: The living wage rate and the health benefits payment shall be annually indexed, consistent with indexing methodology set forth in the Living Wage Ordinance. The County will publish living wage rates on an annual basis. **There will be no increase in contract prices paid by the County to the Vendor due to any increase in wages or other benefits, including paid time off, required to be paid or provided to employees covered by the Living Wage Ordinance based on annual indexing.**

## LIVING WAGE ORDINANCE REQUIREMENTS

- F. Sanctions for Unpaid Wages: In the event of any underpayment of required wage rates by the covered employer, civil and/or administrative penalties may be assessed to include sanctioning a covered employer by requiring the covered employer to pay wage restitution to the affected employee or subcontractor or by other means of sanctioning in accordance with the Living Wage Ordinance.
- G. Payroll; Basic Records; Reporting: Each covered employer shall maintain payroll records for all covered employees and basic records relating thereto and shall preserve them for a period of three (3) years beyond the termination or expiration of this contract. The covered employer shall make the covered employees' payroll records required available for inspection, copying or transcription by authorized representatives of the County for a period of three years from the termination date of any County Service Contract. Failure to submit the required reports upon request or to make records available may be grounds for termination of the contract. The service contractor is responsible for the submission of the information required by the Living Wage Ordinance and for the maintenance of records and provision of access to same by all covered subcontractors. The covered employer shall submit the payroll information required every six months, to the applicable using agency's Contract Administrator, including a copy of the complete payroll for one payroll period showing employer's payroll records for each covered employee working on the contract for covered services.
- H. Exemption: The covered employer may request approval from the Director of Purchasing for an exemption from the requirement to report and file payroll records every six months. Covered employers may submit an original [Application for Exemption from Living Wage Ordinance Reporting Requirements Form](#) to apply for an exemption from these reporting requirements, prior to award. Failure to submit timely may result in rejection of Application for Exemption. Exemptions based on wage history or contractual obligations (ex. Collective Bargaining Agreements) may be granted by the Director of Purchasing prior to contract award; however, an exemption may be canceled at any time by written notice to the covered employer. The reporting exemption does not apply to any new covered employees hired after the date the exemption was granted. For newly hired covered employees, the covered employer may submit an additional exemption application to the Contract Administrator prior to the renewal of contract by the County.
- I. Subcontracts: Covered employees of Vendor's subcontractors, providing covered services pursuant to the Vendor's contract shall be paid wage rates, as adjusted, in accordance with the Living Wage Ordinance. The Vendor shall insert in any subcontracts the applicable clauses as required by the Living Wage Ordinance and also a clause requiring the subcontractors to include these clauses in all other subcontracts. The Vendor shall be responsible for compliance by any subcontractor with the Living Wage Ordinance as it applies to their subcontract.
- J. Complaints and Hearings; Termination and Debarment: If a covered employee or service subcontractor employee believes that the employee is not being paid in accordance with the Living Wage Ordinance, the employee may file a complaint with the County's Professional Standards Section in accordance with the County's Living Wage Complaint Procedures. Complaints will be investigated, determinations issued, and hearings afforded to the effected parties in accordance with the County's Living Wage Complaint Procedure. Covered employers found to have violated the Living Wage Ordinance may suffer any or all sanctions provided for in the Living Wage Ordinance, including wage restitution, damages, termination or suspension of payment under the contract, termination of the contract, and debarment. The Living Wage Ordinance also provides employees and service subcontractors employees with a private right of action in court.
- K. Further information about Vendor's obligations under the Living Wage Ordinance, may be obtained from the Purchasing Division's website, including the Living Wage Ordinance, "three-language" statement, and yearly Living Wage poster at: <https://www.broward.org/Purchasing/pages/livingwageordinance.aspx>

## LIVING WAGE ORDINANCE WRITTEN DECLARATION

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

<b>Covered Employer Information</b>
Vendor Name: Covenant Aviation Security, LLC
Address: 1112 W. Boughton Rd., Suite 355 Bolingbrook, IL 60440
Telephone Number: (630) 771-1155
Local contact person: Jim Brown, VP Human Resources
Email address: jim.brown@covenantsecurity.com
Solicitation No.: BLD2129654P1
Solicitation Title: Security Guard Services for FLL and North Perry Airports
Bid/Proposal Amount: \$51,629,582.80
County department the contract will service: Broward County Aviation Department
A brief description of the project or service provided: Uniformed Security Guard Services
A statement of the wage level for all Covered Employees: All employee wages and benefits will meet or exceed the living wage ordinance.

In accordance with the Living Wage Ordinance:

1. Vendor agrees to pay its covered employees no less than: (select one)
  - \$ 18.72 dollars per hour and are provided health care benefits during 01/01/2026 – 12/31/2026, valued at no less than \$ 3.98 dollars per hour.
  - \$ [Click or tap here to enter amount.](#) dollars per hour and are not provided health care benefits.
2. Vendor agrees to provide its covered employees with paid time off in the following manner: (select one)
  - Accrual Method: Covered employees earn at least one (1) hour of paid time off for every thirty (30) hours worked. Under the accrual method, each covered employee of a service contractor shall earn at least one (1) hour of paid time off for every thirty (30) hours worked, provided that nothing in this section requires that total accrued paid time off, on an annual basis, exceed forty (40) hours.
  - Lump Sum Method: Covered employees are awarded no less than forty (40) hours of paid time off at the beginning of each twelve-month period of employment, which award must occur by 90 days after the covered employee's effective date of hire.

**LIVING WAGE ORDINANCE WRITTEN DECLARATION**

- 3. Vendor agrees to provide the applicable living wage statement regarding wage rates and requirements for paid time off with the covered employee's first paycheck or direct deposit receipt, and every six (6) months thereafter.

Provide all covered employees' names for the above referenced solicitation/contract:

Covered Employee Name:	Job Title and Classification:
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.

OR

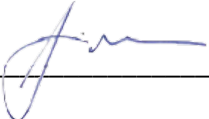
- Refer to attached covered employee list (upload in the Electronic Bidding System).

OR

- Covered employee list will be provided within three business days of Recommendation for Award/ Ranking or as otherwise approved by Contract Administrator (upload in the Electronic Bidding System).

Under penalties of perjury, I declare that I have read the foregoing Living Wage Ordinance Written Declaration and that the facts stated in it are true.

**Vendor Name:** Covenant Aviation Security, LLC

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

Printed Name: Jim Brown

Title: Vice President of Human Resources

Vendor Name: Covenant Aviation Security, LLC

Date: November 4, 2025

**OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT REQUIREMENTS  
AFFILIATED ENTITIES OF THE PRINCIPAL(S) CERTIFICATION**

The completed form should be submitted with the solicitation response. If not submitted with the solicitation response, it must be submitted within three business days after of County's request. Failure to timely submit may result in Vendor being deemed non-responsive.

- a. All Vendors are required to disclose the names and addresses of Affiliated Entities (defined below) of the Vendor's principal(s) over the last five years (from the solicitation opening deadline) that have acted as a prime vendor with the County.
- b. The County will review all Affiliated Entities of the Vendor's principal(s) for contract performance evaluations and the compliance history with the County's Small Business Development Program, including County Business Enterprise (CBE), Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) goal attainment requirements. "Affiliated Entities" of the principal(s) are those entities related to the Vendor by the sharing of stock or other means of control, including but not limited to a subsidiary, parent, or sibling entity.
- c. The County will consider the contract performance evaluations and the compliance history of the Affiliated Entities of the Vendor's principals in its review and determination of responsibility.

The Vendor hereby certifies that: (select one)

- No principal of the proposing Vendor has prior affiliations that meet the criteria defined as Affiliated Entities.
- Principal(s) listed below have prior affiliations that meet the criteria defined as Affiliated Entities.

Principal's Name: Click or tap here to enter text.

Names and addresses of Affiliated Entities: Click or tap here to enter text.

Principal's Name: Click or tap here to enter text.

Names and addresses of Affiliated Entities: Click or tap here to enter text.

Principal's Name: Click or tap here to enter text.

Names and addresses of Affiliated Entities: Click or tap here to enter text.

**Vendor Name:** Covenant Aviation Security, LLC

Signature: 

Printed Name: Timothy P. O'Connell

Title: CFO

Date: October 16, 2025

**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: Covenant Aviation Security, LLC
2. Doing Business As/Fictitious Name (if applicable): Click or tap here to enter text.
3. Federal Employer I.D. No. (FEIN): 35-2161799
4. Dun and Bradstreet No.: 12-617-4635
5. Website address (if applicable): <https://www.covenantsecurity.com/>
6. Principal place of business address: 1112 W. Boughton Rd., Suite 355 Bolingbrook, IL 60440-1508
7. Office location responsible for this project: Fort Lauderdale International Airport (FLL) and support office located on or in close proximity to FLL.
8. Telephone No.: 630-771-0800 Fax No.: 630-771-1199
9. Generic e-mail for purchase orders: [chris.mueller@covenantsecurity.com](mailto:chris.mueller@covenantsecurity.com)  
(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) Click or tap here to enter text.
  - Sole Proprietor
  - Limited Liability Company (LLC)
  - Limited Partnership
  - General Partnership
  - Other – Specify: Click or tap here to enter text.

11. Authorized Contact(s):

Name: Max Jacobson	Name: Michael Bolles
Title: Secretary and Treasurer	Title: President
E-mail: <a href="mailto:max.jacobson@covenantsecurity.com">max.jacobson@covenantsecurity.com</a>	E-mail: <a href="mailto:michael.bolles@covenantsecurity.com">michael.bolles@covenantsecurity.com</a>
Telephone No.: 630-771-1116	Telephone No.: 630-631-6602

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

a) Michael P. Murray, CEO	d) Max Jacobson, Secretary and Treasurer
b) Melinda Jacobson, Executive Chairman	e) Christine Mueller, VP Finance & Contracts
c) Michael D. Bolles, President	f) James Brown, VP Human Resources
	g) Timothy O'Connell, CFO

**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:** Covenant Aviation Security, LLC

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

Printed Name: Timothy P. O'Connell

Title: CFO

Date: October 16, 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).

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

*Form Date 7/1/25*

## WORKFORCE INVESTMENT PROGRAM REQUIREMENTS

- A. In accordance with [Broward County Workforce Investment Program, Administrative Code, Section 19.211, the Workforce Investment Program](#) (Program) this solicitation is a covered contract if the open-end contract award value exceeds \$500,000 per year or if the individual project value exceeds \$500,000 under a fixed-term contract. The Program encourages Vendors to utilize [CareerSource Broward](#) (CareerSouce) and their contract partners as a firstsource for employment candidates for work on County-funded projects, and encourages investment in Broward County economic development through the hiring of economically disadvantaged or hard-to-hire individuals.
- B. Compliance with the Program, including compliance with First Source Referral and the Qualifying New Hires goals, is a matter of responsibility. Vendor should submit the **Workforce Investment Program Certification** with its response. If not provided with solicitation submittal, the Vendor must supply within three business days of County's request. Vendor may be deemed non-responsible for failure to comply within stated timeframes.
- C. The following is a summary of requirements contained in the Program. This summary is not all-inclusive of the requirements of the Program. If there is any conflict between the followingsummary and the language in the Program, the language in the Program shall prevail. In compliance with the Program, Vendor (and/or its subcontractors) shall agree to:
1. be bound to contractual obligations under the contract;
  2. use good faith efforts to meet First Source Referral goal for vacancies that result from award of this contract;
  3. publicly advertise any vacancies that are the direct result of this contract, exclusively with CareerSource for at least five (5) business days;
  4. review qualifications of CareerSource's Qualified Referrals and use good faith efforts to interview Qualified Referrals that appear to meet the required qualifications;
  5. use good faith efforts to hire Qualifying New Hires (as defined by the Program) for at least fifty percent (50%) of the vacancies (rounded up) that are the direct result of this contract;
  6. obtain a hired worker's written certification, attesting to a status as a Qualifying New Hire, Economically Disadvantaged Worker, or Hard-to-Hire worker (if applicable);
  7. retain records relating to Program requirements, including: records of all applicable vacancies; job order requests to CareerSource; qualified referral lists; and records of candidates interviewed and the outcome of the interviews.
  8. provide to the County any documents and records demonstrating Vendor's compliance and good faith efforts to comply with the Program;
  9. submit to the County an annual report by January 31<sup>st</sup> and within 30 days of contract completion or expiration; and
  10. ensure that all of its subcontractors comply with the requirements of the Program.

D. Further information about the Program, Vendor's obligations, and the Qualifying New Hire's certification form may be obtained on the Office of Economic and Small Business Development website:

[broward.org/econdev/Pages/WorkforceInvestmentProgram.aspx](http://broward.org/econdev/Pages/WorkforceInvestmentProgram.aspx). Vendor is responsible for reading and understanding requirements of the Program.

E. Subcontractors: Vendor's subcontractors shall use good faith efforts to meet the First Source Referral and the Qualifying New Hires goals, in accordance with the Program. The Vendor shall include in any subcontracts a requirement that all subcontractors comply with the Program requirements. The Vendor shall be responsible for compliance by any subcontractor with the Program as it applies to their subcontract.

F. Reporting: Vendor shall maintain and make available to County upon request all records documenting Vendor's compliance and its subcontractors' compliance with the requirements of the Program, and shall submit the required reports to the Contract Administrator annually by January 31 and within thirty (30) days after the conclusion of this contract. Failure to timely comply with reporting requirements shall constitute a material breach of this contract.

G. Evaluation: The Contract Administrator will document the Vendor's compliance and good faith efforts as part of the Vendor's Performance Evaluation.

H. Failure to demonstrate good faith efforts to meet the First Source Referral and the Qualifying New Hires goal shall constitute a material breach of this contract.

## WORKFORCE INVESTMENT PROGRAM CERTIFICATION

The completed form[s] should be returned with the Vendor's submittal. If not provided with the submittal, Vendor must submit the form within three business days after County's request. Vendor may be deemed nonresponsible for failure to fully comply within the stated timeframe or for not offering an affirmative response.

In accordance with the Workforce Investment Program:

Covenant Aviation Security, LLC (Vendor) agrees to be bound to the contractual obligations of the Workforce Investment Program, Broward County Administrative Code Section 19.211, requiring our firm to use good faith efforts to meet the First Source Referral Goal and the Qualifying New Hires Goal.

**Vendor Name:** Covenant Aviation Security, LLC

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



Printed Name: Jim Brown

Title: Vice President of Human Resources

Date: October 16, 2024

*Form Date 9/16/24*

## CRIMINAL HISTORY SCREENING PRACTICES CERTIFICATION

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

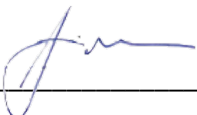
[Section 26-125\(d\)](#) of the Broward County Code of Ordinances ("Criminal History Screening Practices") requires that a Vendor seeking a contract in the amount of \$100,000 or more with Broward County shall certify:

- A. Vendor has implemented, or will implement upon award of the contract, policies, practices, and procedures regarding inquiry into the criminal history of an applicant for employment, including a criminal history background check of any such person, that preclude inquiry into an applicant's criminal history until the applicant is selected as a finalist and interviewed for the position.
- B. This requirement shall apply only to positions located within the United States that will foreseeably perform work under a contract with Broward County.
- C. The failure of Vendor to comply with Section 26-125(d) at any time during the contract term shall constitute a material breach of the contract, entitling Broward County to pursue any remedy permitted under the contract and any other remedy provided under applicable law.
- D. If Vendor fails to comply with Section 26-125(d) at any time during the contract term, Broward County may, in addition to all other available remedies, terminate the contract and Vendor may be subject to debarment or suspension proceedings consistent with the procedures in Chapter 21 of the Broward County Administrative Code.

By signing below, Vendor certifies that it is aware of the requirements of Section 26-125(d) of the Broward County Code of Ordinances and certifies the following: (check only one box below).

- Vendor certifies that, for positions located within the United States that will foreseeably perform work under a contract with Broward County, it has implemented, or will implement upon award of the contract, policies, practices, and procedures regarding inquiry into the criminal history of an applicant for employment, including a criminal history background check of any such person, that preclude inquiry into an applicant's criminal history until the applicant is selected as a finalist and interviewed for the position.
- Vendor is exempt from the requirements of Section 26-125(d) of the Broward County Code of Ordinances because Vendor is required by applicable federal, state, or local law to conduct a criminal history background check in connection with potential employment at a time or in a manner that would otherwise be prohibited by this section, or because Vendor is a governmental agency.

**Vendor Name:** Covenant Aviation Security

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

Printed Name: Jim Brown

Title: Vice President of Human Resources

Date: October 16, 2025

# Responses

## Covenant Aviation 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	80.3%	\$ 36.01	\$ 20,317,670.23
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	83.9%	\$ 49.72	\$ 1,086,829.48

# Responses

## Covenant Aviation 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	82.5%	\$ 42.91	\$ 872,489.03
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	85.5%	\$ 59.35	\$ 37,627.90

# Responses

## Covenant Aviation 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	81.2%	\$ 41.93	\$ 2,498,482.91
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	84.6%	\$ 58.37	\$ 129,464.66

# Responses

Success: All data is valid!

## Covenant Aviation Security, LLC

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	83.4%	\$ 50.89	\$ 105,851.20
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	84.9%	\$ 59.83	\$ 124,446.40

# Responses

## Covenant Aviation Security, LLC

Success: All data is valid!

Status	#	Item	Item Description	Quantity Required	Unit of Measure	Percentage of Price Attributed to Labor Portion of Service		Unit Price	Total Cost
						Numeric	Numeric		
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	87.2%		\$ 80.69	\$ 167,835.20
Success: All values provided	#1-10	<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	0.0%		\$ 64.71	\$ 118,101.67
<b>Basket Total</b>									<b>\$ 25,458,798.68</b>

## Year 2 Pricing

# Responses

## Covenant Aviation Security, LLC

Success: All data is valid!

Status	#	Item	Item Description	Quantity Required	Unit of Measure	Percentage of Price Attributed to Labor Portion of Service		Unit Price	Total Cost
						Numeric	Numeric		
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	80.3%		\$ 37.02	\$ 20,887,535.46
Success: All values provided	#2-2	Level 1 Officer (unarmed) (Overtime/Holiday)	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	83.9%		\$ 51.14	\$ 1,117,869.26

# Responses

Success: All data is valid!

## Covenant Aviation Security, LLC

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	#2-3	<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	20333	Hour	82.4%	\$ 44.01	\$ 894,855.33
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	634	Hour	85.4%	\$ 60.94	\$ 38,635.96

# Responses

## Covenant Aviation 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	<b>Supervisor</b>	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 supervisor.	59587	Hour	81.3%	\$ 43.14	\$ 2,570,583.18
Success: All values provided	#2-6	<b>Supervisor (Overtime/Holiday)</b>	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 supervisor.	2218	Hour	84.7%	\$ 60.07	\$ 133,235.26

# Responses

## Covenant Aviation 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	#2-7	<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	2080	Hour	83.4%	\$ 52.40	\$ 108,992.00
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	2080	Hour	85.0%	\$ 61.61	\$ 128,148.80

# Responses

## Covenant Aviation Security, LLC

Success: All data is valid!

Numeric

Numeric

Status	#	Item	Item Description	Quantity Required	Unit of Measure	Percentage of Price Attributed to Labor Portion of Service	Unit Price	Total Cost
						Numeric	Numeric	
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 vehicle (per vehicle)	2080	Hour	87.2%	\$ 83.09	\$ 172,827.20
Success: All values provided	#2-10	<b>Vehicle (per vehicle)</b>	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	0.0%	\$ 64.71	\$ 118,101.67
<b>Basket Total</b>								
<b>\$ 26,170,784.12</b>								
<b>Grand Total</b>								
<b>\$ 51,629,582.80</b>								