



Fort Lauderdale-Hollywood International Airport (FLL)



North Perry Airport (HWO)



# Covenant Aviation Security

March 6, 2026

Broward County Aviation Department (BCAD)  
RFP No. BLD2129654P1  
Security Guard Services for  
Fort Lauderdale-Hollywood International (FLL)  
and North Perry (HWO) Airports



# Meet the Team



## Covenant Aviation Security (CAS) Presentation Participants

- ✈ Mike Bolles, President
- ✈ Bob Wheeler, VP-Operations
- ✈ Zach Hollenbach, VP-Quality Assurance & Training
- ✈ Matt Pommerville, Director of Operations
- ✈ Max Jacobson, VP-Strategy
- ✈ Adrian Ellis, President, Infinity Protection—CBE Subcontractor



# Experience and Qualifications



CAS Currently Delivers Services at 49 CFR 1542-regulated Airports Across the U.S.

San Francisco International Airport (SFO) <i>TSA SPP (Screening Contract)</i>	X	2002
Orlando International Airport (MCO)	X	2007
Phoenix Sky Harbor International Airport (PHX)	X	2018
San Francisco International Airport (SFO) <i>San Francisco Airport Commission (Security Guard Contract)</i>	X	2018 2008–2013
Denver International Airport (DEN)	X	2022
Oakland International Airport (OAK)	I	2019
Portland International Airport (PDX)	I	2025
Milwaukee International Airport (MKE)	I	2025
Chicago O’Hare International Airport (ORD) ▶	X	2002
Dallas-Fort Worth International Airport (DFW) ▶	X	2022
Ontario International Airport (ONT) ▶	I	2024

- ✈ 70,000+ weekly hours at 10 airports across the country
- ✈ Screen more than 25M passengers, 18M bags, and 4M employees annually
- ✈ Industry Partner recognized by DHS, TSA, AAAE, ACI-NA, and ALEAN
- ✈ At the forefront of aviation security best practices



▶ Airline Customer

# Organizational Structure That Delivers

CAS's FLL/HWO organizational structure provides:

- ★ Dedicated On-site Leadership and Support
- ★ Sustained High Performance
- ★ Clear Accountability
- ★ Greater Agility & Flexibility
- ★ Faster Decision-Making
- ★ Effective Communication



# Strategic Staffing



Our flexible staffing model allows us to quickly scale up or down.

## Proposed FLL/HWO Staffing Plan

Security Officer	290	24	314
Supervisor	33	0	33
Operations Manager	1	0	1
Duty Manager	5	0	5
Compliance Coordinator	1	0	1
HR Manager	1	0	1
HR/ Scheduler	2	0	2

## Emergency Staffing Response

CAS will Meet Surge Staffing Requirements to provide additional CSS Personnel

 Up to Ten (10)

 Up to Twenty (20)

 Up to Forty (40)

★ Additional Florida-licensed personnel from our local SBE partner and MCO operations will be mobilized for larger-scale emergency response deployments.

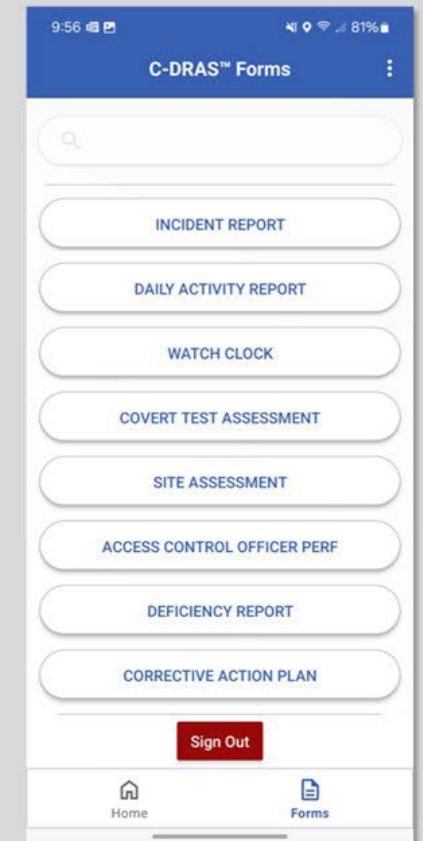
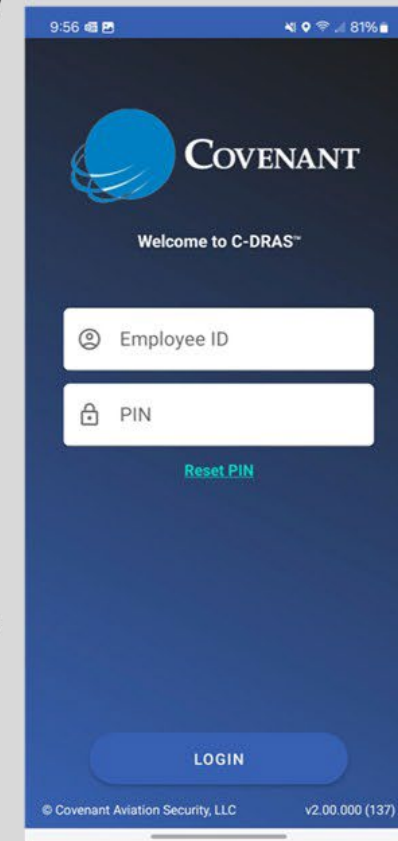


# Integrated Technology Solution



## 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*
  - ★ *Daily Activity Reporting*
  - ★ *Device location tracking & mapping*
  - ★ *Watch clock tours*
  - ★ *Timeclock*
  - ★ *Secure Operations Documents access*
  - ★ *SIDA badge checks (with Stop List integration at select operations)*
  - ★ *Property searches, guard inspections, and more*
- > 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.



★ *No additional cost to BCAD for C-DRAS™ Implementation and Support.*

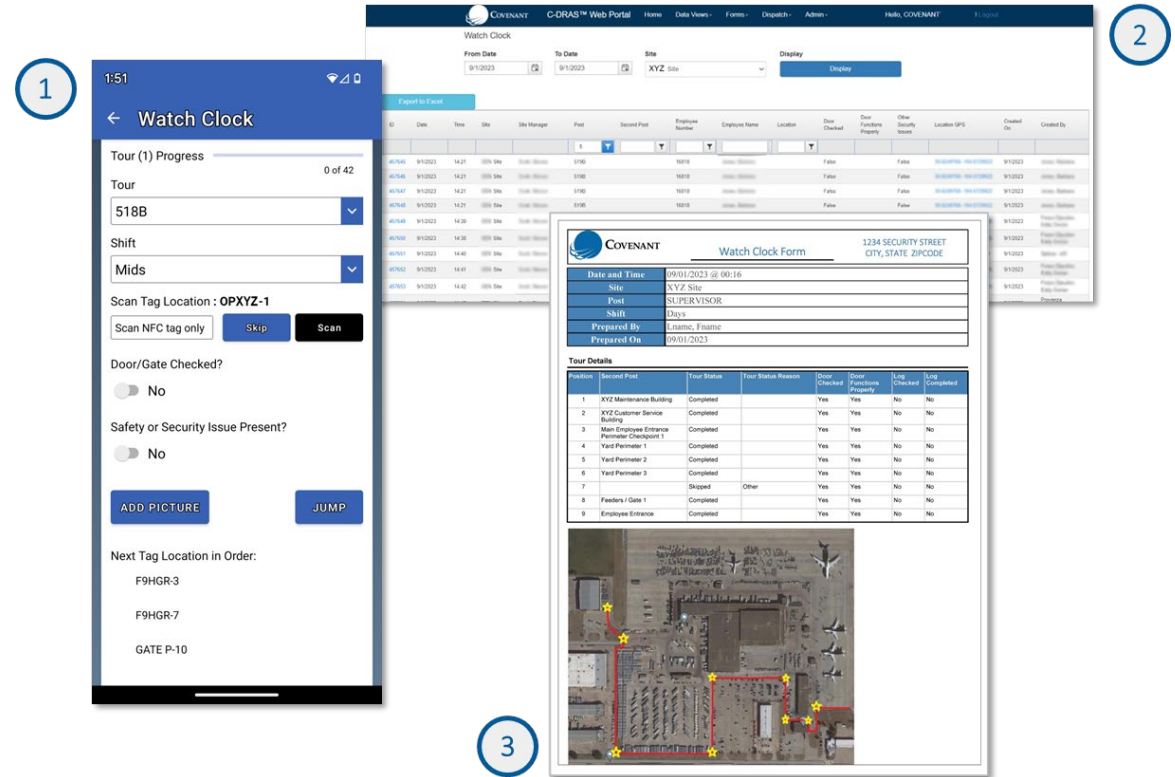


# Dynamic Touring Management System



CAS's customizable web-based system provides 24/7 real-time reporting.

- 1) Inputs captured as tours are completed including photo attachments.
- 2) Customizable data views allow users to sort, filter, and drill-down to details.
- 3) Report templates can be tailored to BCAD requirements, generated on demand or sent according to BCAD's preferred schedule.



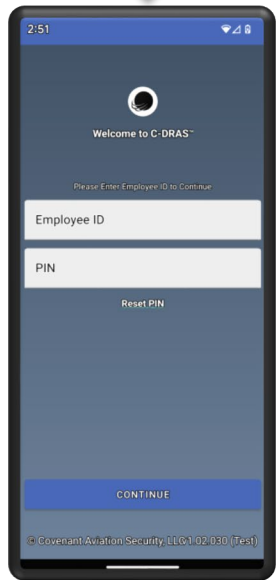
★ Escalation protocols include immediate notifications for high-impact incidents or personnel issues.



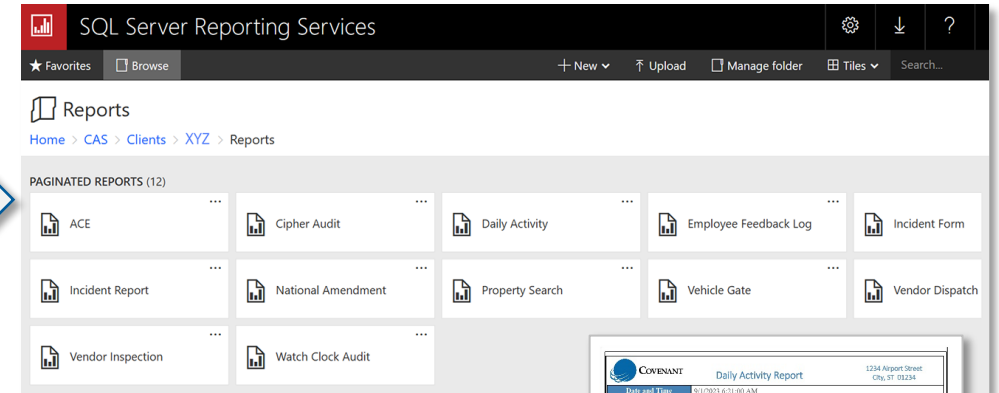
# State of the Art Reporting Capabilities



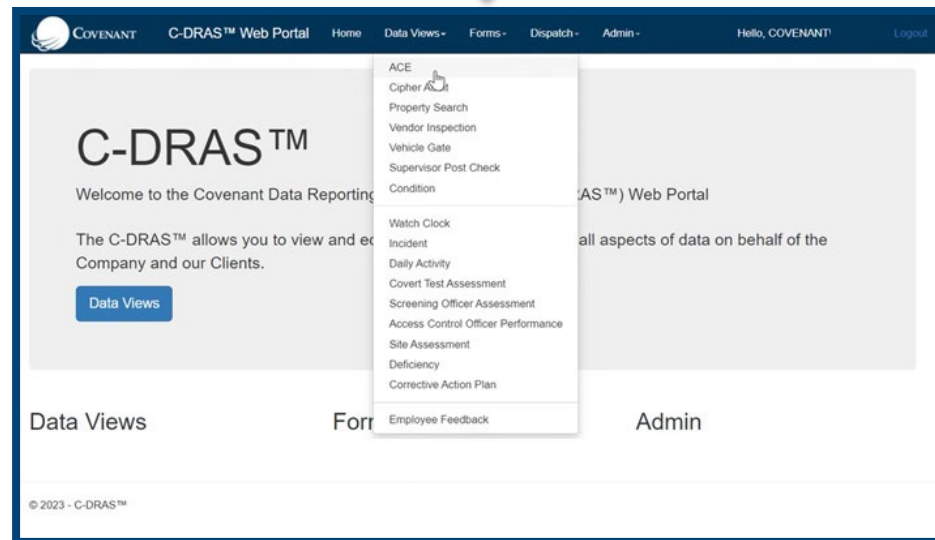
Employees access C-DRAS™ from the secure mobile app



Client reports are available via secure web portal or email★



Real-time data allows CAS Management to actively manage performance



★ Reports can be customized for BCAD.

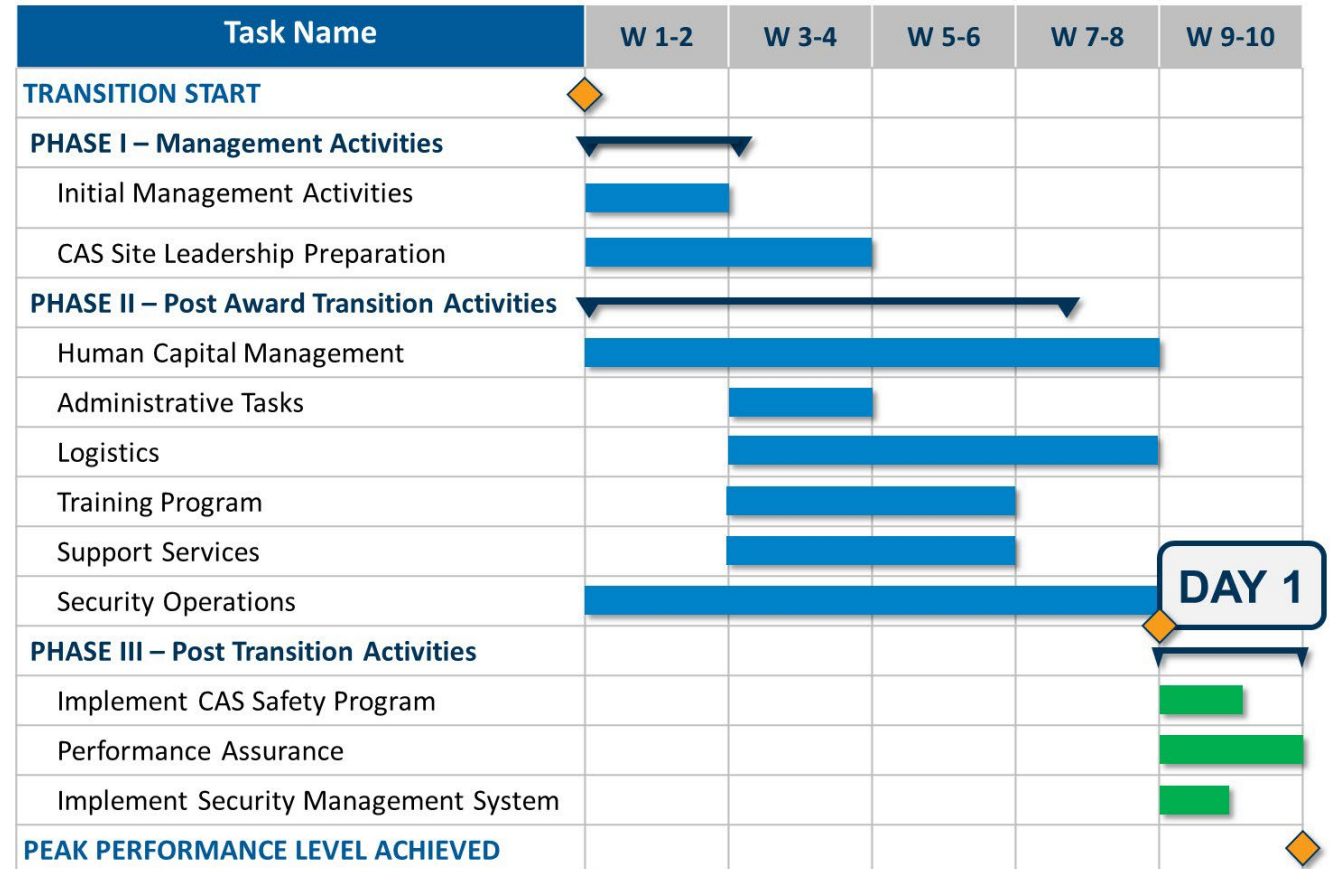


# Proven Transition Process



CAS's approach consistently results in successful transitions.

- ➔ Dedicated Transition Manager
- ➔ Project Management Approach
- ➔ Ongoing Communication
- ➔ Retaining Incumbent Workforce
- ➔ Contingency Planning
- ➔ Achieving Peak Performance



# Training for Success



CAS's training program is designed to prepare our workforce for the specialized aviation security environment while balancing customer service concepts.

- ➔ **New Hire Training:** Initial classroom and on-the-job training.
- ➔ **Recurrent Training:** Post refresher training & emergent threat briefings.
- ➔ **Tailored curriculum** incorporates customer-specific requirements.
- ➔ Includes elements of our **Quality Assurance Program** and **SAFETY Act Certification** representations.
- ➔ **Customer Service** is a key component of all phases of CAS Training.



★ *CAS's dedicated internal trainers deliver consistent, compliant training across all operations.*



# Robust Quality Assurance Program

## STANDARDS OF EXCELLENCE

- Comprehensive Training Program
- Detailed Employee Handbook
- Uniform & Appearance Standards
- SAFETY Act Requirements



## PERFORMANCE MANAGEMENT

- Meaningful, Relevant KPIs
- Employee Assessments
- Covert Testing & 3<sup>rd</sup> Party Audits
- Budget & Cost Control

## COMMUNICATION

- Regular Meetings & Check-ins
- Site-Specific Briefings
- Client Portal – Online Reporting
- Formal Performance Reviews



## CONTINUOUS IMPROVEMENT

- Performance Data & Trend Analysis
- Customer & Employee Feedback
- Aviation Security Industry Partner
- Effectively Leverage Technology

# Why Choose CAS



## AVIATION SECURITY EXPERTISE

- 20+ Years providing 49 CFR 1542 Security at CAT X, I, II Airports
- Extensive AWS Experience
- SAFETY Act Designation & Certification
- AAAE, ACI-NA, ALEAN



## CUSTOMER-FOCUSED PROGRAM

- Tailored to Site-Specific Requirements
- Customizable Technology Solutions
- Flexible & Scalable to Meet Changing Demands and Emerging Threats

## TOP TIER SECURITY TEAM

- Highly Trained & Fully Licensed
- Competitive Wages & Benefits
- Engaged Management Support
- Promote Outstanding Performance



## PARTNERSHIP APPROACH

- Understand Airport's Needs & Wants
- Ongoing Open Communication
- Strong Community Relationships
- Continuous Improvement Mindset



CAS delivers the **best value** aviation security solution.



# Questions?



# Appendix



Supplemental Information not covered in our presentation.

# Introduction to CAS

- Established in 2002
- Largest US-owned Security Company dedicated exclusively to Aviation Security
- 2,000+ employees nationwide
- Customer-centered program model
- DHS SAFETY Act (Designation and Certification)



**20+** years providing  
**49 CFR 1542**  
compliant security  
services



Identified and confiscated  
**over 1M** illegal and  
prohibited items

Pioneered employee  
screening in **2004** –  
currently conduct  
**100K+** annual hours  
insider threat security.





## Airport Security

- Access Control
- Employee Screening
- Vehicle Screening
- Patrolling
- Curbside/Traffic Management
- Alarm Monitoring
- Customer Service



## Airline & Cargo

- Cargo Screening
- Employee Screening
- Warehouse Security
- Ramp & Aircraft Guards
- Catering Security



## TSA Screening Partnership Program

- Passenger Screening
- Checked Baggage Screening
- Employee Screening



# DHS SAFETY Act Protection

CAS's SAFETY Act Designation and Certification were written specifically for airport security services.

Coverage includes:

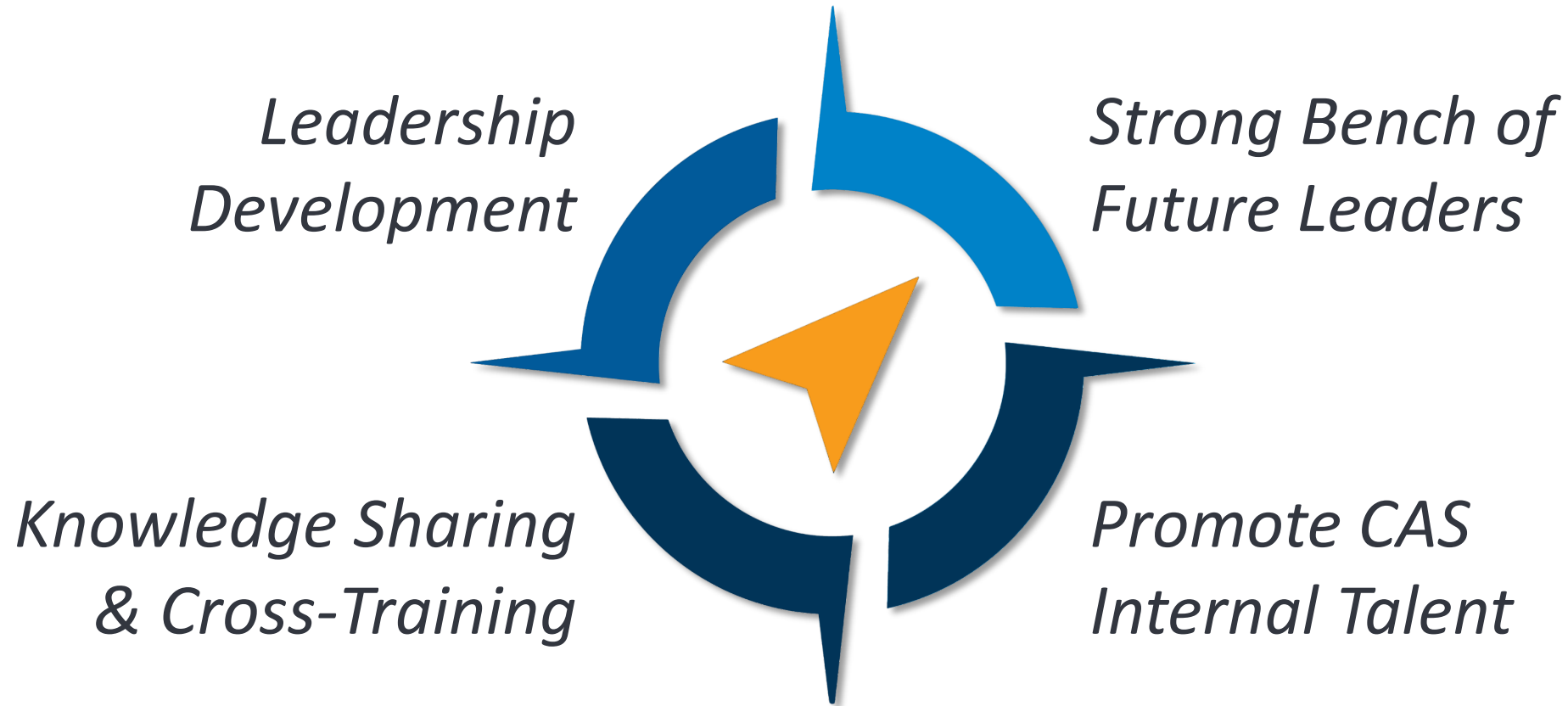
- Access Control to Restricted Areas
- Employee Screening
- Vehicle Inspections
- Monitoring Alarm Services and Response



*BCAD and the Airports would be fully indemnified under 6 CFR 25.7(d).*



# Site Leadership Continuity



▶ 90% of our site leadership team have been with us since contract start.

# Effective Hiring & Retention Strategy



Our goal is to hire and retain a strong, experienced team for long-term success.

*CAS successfully achieves this through:*

- ★ Industry-leading compensation
- ★ Excellent benefits package
- ★ Rewarding performance bonuses
- ★ Meaningful recognition awards
- ★ Supportive engaged management
- ★ Positive company culture



Recruiting

Retention

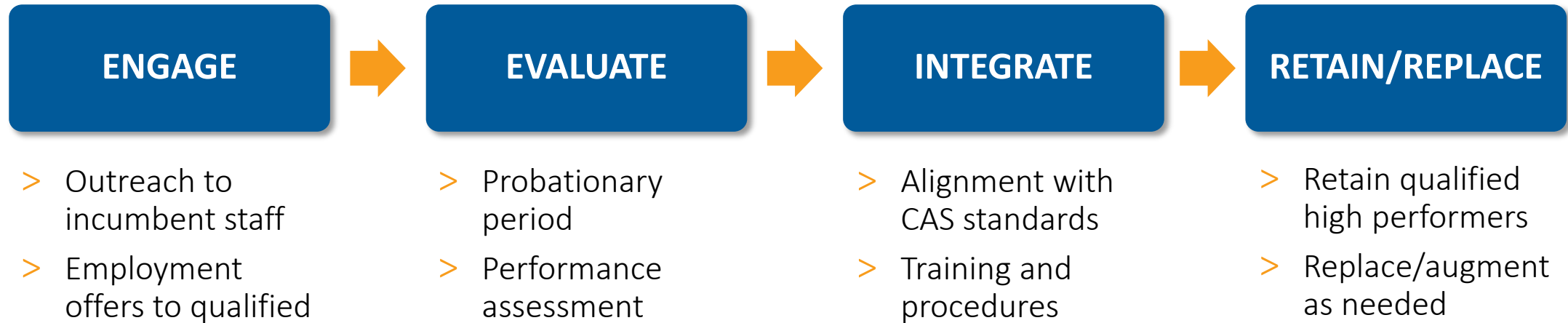
Recognition

Respect



# Hiring Incumbent Staff

CAS will work closely with BCAD to ensure a smooth transition to the new contract while retaining top-performing members of the site security team.

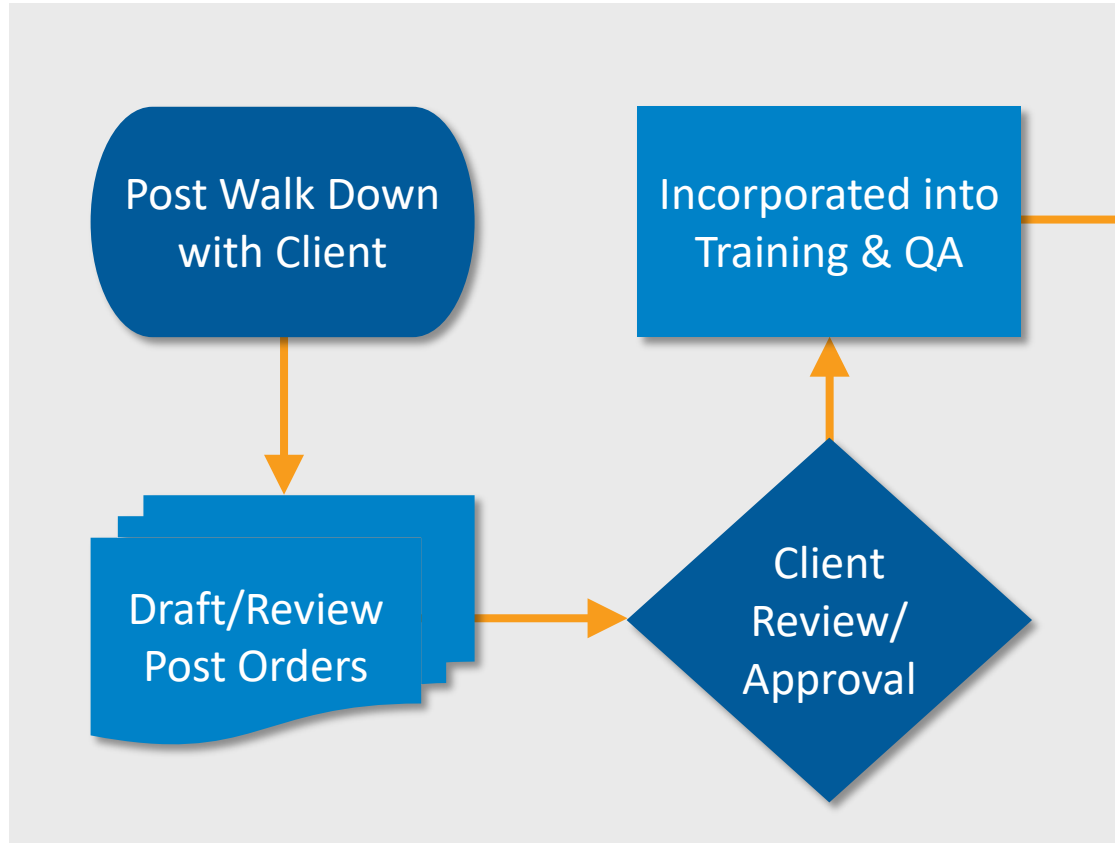


★ *We value experience but require performance!*



# Effective Post Orders

CAS has extensive experience developing airport-specific post orders with SSI safeguards.



★ *Post Orders will be reviewed no less than annually and for procedural changes, security directives, or other events that impact operations.*

*CAS's electronic Post Orders are protected by multiple layers of authentication.*

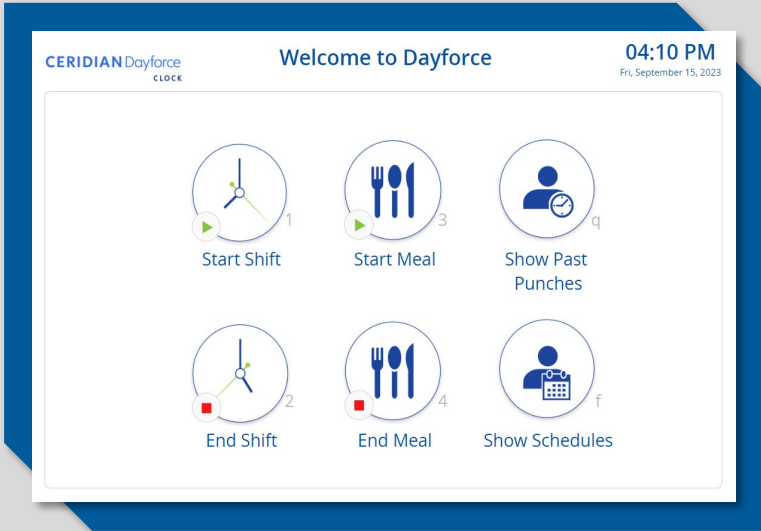


# Reliable Workforce Management & Accurate Invoicing COVENANT

CAS uses an integrated Human Capital Management (HCM) System.

## Accurate Cost Reporting & Invoicing

- ✓ CAS electronically tracks employee attendance, training & certifications
- ✓ Any discrepancies in hours scheduled vs worked are flagged for resolution
- ✓ Project manager and CAS finance team audit all hours and invoice details



The screenshot shows the Dayforce HCM System interface. At the top, it says "Welcome to Dayforce" and "04:10 PM Fri, September 15, 2023". Below this, there are six icons representing different self-service modules: "Start Shift", "Start Meal", "Show Past Punches", "End Shift", "End Meal", and "Show Schedules".

**HCM System - Fully Integrated Modules**

- ★ *HR Profile*
- ★ *Scheduling*
- ★ *Benefits*
- ★ *Timesheets*
- ★ *Learning*
- ★ *Payroll*

★ *Employees have access to the self-service portal view their Benefits, Schedules & Pay*

## Timekeeping & Payroll Management

- ✓ Schedules are finalized and distributed well in advance
- ✓ Security Personnel clock in & out of each shift
- ✓ Project Manager reviews & approves timesheets daily
- ✓ Pay week is Saturday-Friday & Payroll runs every 2 weeks



# Mission-Ready, Compliant & Reliable Equipment



CAS will provide fully compliant, operationally dependable equipment.

- ✓ All equipment meets TSA, airport authority, & regulatory requirements
- ✓ Routine inspections, preventive maintenance, and documented quality checks
- ✓ Redundancy/rapid replacement to ensure uninterrupted operations
- ✓ Continuous evaluation to align with evolving security standards and emerging threats



★ *All security personnel are trained on the proper operation, handling, storage, inspection, and maintenance requirements of CAS & Customer-provided equipment.*



# BCAD Visibility of Operations



CAS will ensure transparent, real-time visibility to BCAD.



- ✓ Daily Reporting
- ✓ Real-Time Data
- ✓ Regular Briefings
- ✓ Escalation Protocols
- ✓ Audit & Access



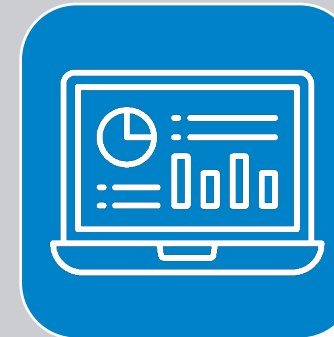
# Ongoing Transparent Communication

**TRANSITION  
STATUS UPDATES**



**REGULAR MEETINGS  
& CHECK-INS**

**PERFORMANCE  
REVIEWS**



**24/7 REPORTING &  
CUSTOM TEMPLATES**

### 3. EVALUATION COMMITTEE TOPICS

The EC members have requested that firms address the following topics in their presentation:

a) **Experience**

- i. **What is your specific experience in providing security services at a category X airport, airports in general, and general aviation operating under federal state local directives, specifically, 49 CFR part 1542?**

CAS has nearly 25 years of experience providing 49 CFR 1542-compliant security services at Category X airports. We currently provide security services at six (6) CAT X and four (4) CAT I airports across the U.S.

- ii. **At these airports, how many contracts have been renewed and for how long?**

<i>Airport</i>	<i>Category</i>	<i>Contract/Renewals</i>
San Francisco International Airport (SFO) <i>TSA SPP (Screening Contract)</i>	X	FEB 2021 - PRESENT 2002-2021 Previous Contracts
Orlando International Airport (MCO)	X	APR 2023 – PRESENT 2007-2023 Previous Contracts
Phoenix Sky Harbor International Airport (PHX)	X	JAN 2024 – PRESENT 2018-2024 Previous Contract
San Francisco International Airport (SFO) <i>San Francisco Airport Comm. (Security Guard Contract)</i>	X	JUN 2024 – PRESENT 2018-2024 Previous Contract
Denver International Airport (DEN)	X	JUL 2022 - PRESENT
Oakland International Airport (OAK)	I	SEP 2019 - PRESENT
Portland International Airport (PDX)	I	JUN 2025 - PRESENT
Milwaukee International Airport (MKE)	I	OCT 2025 – PRESENT
Chicago O’Hare International Airport (ORD)*	X	MAR 2022 – PRESENT 2002-2022 Previous Contracts
Dallas-Fort Worth International Airport (DFW)*	X	APR 2022 - PRESENT
Ontario International Airport (ONT)*	I	APR 2024 - PRESENT

*\*Airline Customer*

*[Reference Presentation Slide #3; Proposal - Past Performance, Workload of the Contractor]*

b) **Emergency**

- i. **In the event of emergency or special coverage to be addressed, how long would it take to increase staffing by an additional twenty, fifty or one hundred officers?**
- ii. **These numbers should factor in criteria for a certified and trained officer, excluding the airport badging process.**

CAS will meet RFP surge staffing 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.

- A. Within twenty-four (24) hours of notice, up to ten (10) additional CSS Personnel.
- 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.
- 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).

Additional Florida-licensed personnel from our local SBE partner will be trained and badged to support increased flex up capacity. Depending on the circumstance, we may also be able to mobilize additional licensed personnel from our Orlando (MCO) operation for larger-scale emergency response deployments.

*[Reference Presentation Slide #5; Proposal – Staffing Contingency Plan]*

c) **Explain or illustrate how your firm processes inspections, incidents, or general data to validate the compliance requirements already specified and which technologies are used to produce that data?**

CAS uses our Covenant Data Reporting & Analytics Software (C-DRAS™) system for data capture and reporting. Security personnel document person, property, and vehicle searches, AWS screening activities, complete Daily Activity Reports (DARs), and Incident Reports (IRs) electronically using CAS's C-DRAS™ secure mobile platform.

Our reporting system provides customers with secure, 24/7 access to real-time data. Users can easily navigate and filter the available data and drill down into individual selections for details. Data views are configured to meet each client's requirements. Report templates can be tailored to BCAD requirements and generated on demand or on a scheduled basis and sent via email.

*[Reference Presentation Slide #6-8; Proposal – Operations Plan ]*

d) **Transition plans: How will your firm manage the recruitment process during this transition, including if you have staff on board to transition to this project.**

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. For new hire security personnel, we focus our recruiting on candidates with 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.

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.

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.

Our Transition Plan includes a dedicated Transition Manager separate from the site leadership team to manage the transition so the Project Manager can focus on operational activities.

*[Reference Presentation Slide #4, #9; Proposal – Transition Plan, Program Management Plan]*

e) **Training experience:**

Aligned with our SAFETY Act Certification and validated through our Quality Assurance Program, CAS has extensive experience developing and delivering aviation-specific security training.

*[Reference Presentation Slide #9; Proposal – Training Program]*

i. **Especially for internal trainers, does your firm have them internally or through subcontractors.**

CAS employs experienced internal trainers with a focus on aviation security and a strong understanding of our Quality Assurance Program and SAFETY Act Certification requirements. We are 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 and ongoing contract demands.

*[Reference Presentation Slide #4, #10; Proposal - Training Program, Program Management Plan]*

ii. **What is the management process for monitoring the guards and the different locations/ posts.**

Performance management is a key component of CAS's Quality Assurance Plan. Our site management and supervisory teams are a constant presence at our sites, actively engaging with security personnel, observing performance, coaching, and providing hands-on leadership. Regular Security Officer Assessments, Random Covert Testing, Independent Audits, and ongoing training are conducted to ensure compliance with performance standards.

*[Reference Presentation Slide #4, #13; Proposal – Quality Assurance Plan, Performance Management]*

f) **Staffing plan: Include a detailed plan that outlines your staffing requirements, search criteria, and ability to furnish those personnel, including the badging process.**

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

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
Non-billable Overhead Support Positions			
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>

In addition to meeting all minimum qualifications, our recruiting efforts prioritize candidates with the experience, skill sets, and professional attributes to perform effectively in a dynamic airport environment.

Prior to submitting 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.

CAS utilizes structured recruiting channels, pre-employment verification processes, and compliance tracking systems to ensure all personnel are properly licensed, vetted, and qualified prior to deployment.

*[Reference Presentation Slide #5; Proposal – Approach to Staffing, Recruitment & Screening Program]*

g) **How is report writing conducted? Electronic or Paper?**

Electronic—Security officers complete electronic Daily Activity Reports (DARs) using CAS's C-DRAS™ secure mobile reporting platform at the conclusion of each shift. Incident Reports (IRs) 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. Supervisors review and approve all IRs prior to submission to airport management.

*[Reference Presentation Slide #6-8; Proposal – Operations Plan]*

h) **How are reports provided?**

Reports are provided electronically. Client reports are available via secure web portal or email. Report templates can be tailored to BCAD requirements, generated on demand, or sent via email according to BCAD's preferred schedule.

*[Reference Presentation Slide #8; Proposal – Operations Plan ]*

i) **How is additional training handled?**

**Recurring Training** - CAS provides ongoing training with supervisor-led monthly and continuing instruction covering Post Orders, SOPs, RFP requirements, and emerging threats. We implement an annual recurrent training program tailored to each post, providing a minimum of 16 hours per year with competency testing to ensure personnel are fully prepared. All certifications and training records are maintained on-site and are readily available for inspection by the Airport or TSA.

**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.

CAS Trainers will implement and manage our comprehensive Training Plan collaborating with site leadership to identify skill gaps and recommend additional training modules to enhance performance and compliance.

Our proposed staffing plan includes five (5) 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.

*[Reference Presentation Slide #10; Proposal – Training Program, Program Management Plan]*

j) **How are patrols conducted and what technology is used?**

Patrols are conducted according to post orders. CAS uses a web-based patrol and touring management system that allows for real time reporting and accessibility 24/7. 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.

*[Reference Presentation Slide #7; Proposal – Training Program, Program Management Plan]*

k) **What type of accountability measures do you have?**

- i. **Patrols?**
- ii. **Coaching?**
- iii. **Timekeeping?**
- iv. **Supervision?**

- **Patrols** - Captured and reported using CAS's C-DRAS™, security personnel access the touring system through a secure login on a CAS mobile device. As tours are completed inputs are saved to a database, where supervisory staff can view tour information including route maps. Detailed report templates can be tailored to client requirements and generated on demand or as scheduled and emailed.
- **Timekeeping** - CAS's scheduling and time & attendance system provides accurate tracking, real-time oversight, and reporting. Any discrepancies between scheduled and actual hours are automatically flagged for immediate review and resolution. 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.
- **Supervision/Coaching** - Managers and Supervisors provide real-time support ensuring consistent oversight and accountability across all shifts. They continuously assess and document security officer performance and fitness for duty. Security Officer Assessments are completed electronically using CAS secure mobile devices with the resulting data captured in C-DRAS™ where results are evaluated, and immediate corrective action is taken to address issues and performance deficiencies.

Our staffing model is designed to optimize leadership presence, reinforcing accountability and support throughout operations. Our proposed staffing plan for FLL/HWO includes five (5) Duty Managers to provide 24/7/365 on-site leadership.

In addition, we are proposing 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.

*[Reference Presentation Slide #5, #11, #22; Proposal – Operations Plan, Quality Control Program]*

l) **How are incidents handled?**

All security personnel receive formal training in customer service, de-escalation actions, incident management, emergency response procedures, report writing, and notification protocols. Upon identification of an incident, the reporting Security Officer takes immediate action in accordance with post orders and training, while promptly notifying designated Airport security points of contact and CAS on-site Supervisors. With CAS Supervisors present during all operational hours, they respond directly to assist in incident resolution, document the incident and actions taken, assess CAS performance, and work with CAS Management to implement immediate corrective measures should they be needed.

Additionally, CAS Managers provide 24/7/365 operational oversight and will serve as incident command during significant incidents to coordinate additional resources, managing staffing adjustments, and directing CAS actions in support of the airport response.

All incidents are documented in real time through the C-DRAS™ mobile reporting platform. Reports are reviewed and approved by Supervisors and CAS Management prior to submission to Airport points of contact and include complete details of the incident and supporting facts such as images of prohibited items or incident location. Following incident resolution, CAS Management conducts oversight review and incident debriefs to evaluate response effectiveness, identify lessons learned, and implement corrective or preventive actions as needed.

*[Reference Presentation Slide #7; Proposal – Program Management Plan, Operations Plan]*

**m) What does training look like for your firm?**

- i. Use of force?**
- ii. De-escalation?**
- iii. Observation?**
- iv. Report Writing?**
- v. Communication?**

CAS’s comprehensive and scalable training program is 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 proposes developing a customized training plan for the CAS-FLL/HWO security program based on our curriculum training topics.

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

**New Hire Orientation**

**CAS Employment Guidelines**

- Standards of Conduct
- Attendance Policy
- Introduction to Scheduling and HR
- Harassment Policy
- Discipline Policy
- Uniform and Professional Appearance Standards
- Insider and Airport Specific Threat Overview
- Violence in the Workplace
- Safety, OSHA, and Workplace Hazards
- Customer Service / Courtesy Expectations
- Quality Performance Expectations

**General Orientation on CAS’s Contracted Responsibility to Client**

**Facilities Overview**

- Airport Overview
- Facility and Building Information (i.e., layout, operating hours, chain of command)
- Building Rules and Regulations
- Review of Security Areas and Post Locations
- Alarm Response Protocol
- Facility Ingress/Egress Points and Building Evacuation Plans
- Overview of Client Location & Org Structure
- Airport Badge Rules and Regulations
- Introduction to 49 CFR 1542 Airport Security Regs

**Airport Specific Continuity of Ops Plan (COOP)**

- Roles and Responsibilities
- Natural Disaster Response
- Evacuation Response and Contingency Plans

### New Hire Training

<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>
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### Security Officer Topics

<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> <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>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> <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 (for assigned personnel)</b></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>

*[Reference Presentation Slide #10; Proposal – Training Program]*

**n) How is payroll conducted?**

CAS uses a Human Capital Management (HCM) System that has integrated modules for HR profile, Benefits, Learning, Scheduling, Timesheets and Payroll.

The payroll process starts with scheduling employees for their location and shift. Schedules are finalized and distributed well in advance. Employees must clock in/out using an electronic source via CAS-provided mobile phone or tablet. The Project Manager reviews and approves the timesheets daily.

CAS's pay week is Saturday through Friday and payroll is processed every 2 weeks with paychecks available every other Friday. All employees must sign up for direct deposit or pay card. Employees have access to the HCM self-service portal to view their benefits, schedules and paychecks.

Our proposed staffing plan includes one (1) HR/Payroll Specialist who will assist the HR Manager with 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.

*[Reference Presentation Slide #22; Proposal – Program Management Plan]*

**o) What type of equipment is provided and/or utilized?**

- i. Golf Carts?**
- ii. Vehicles?**
- iii. Barricades?**
- iv. Etc.?**

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.

Equipment to be provided includes:

- **Vehicles.** A total of eight (8) fully equipped (new or late model-no more than 3 years old), dedicated vehicles to this contract in order to ensure that five (5) vehicles are actively operational at all times (four (4) vehicles at FLL and one (1) vehicle at HWO). This allocation provided sufficient redundancy to maintain continuous service and operational readiness, including during periods of scheduled or unscheduled maintenance or repairs.
- **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.
- All materials and supplies required by CAS 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.

*[Reference Presentation Slide #23; Proposal – Quality Control Plan]*

**p) Provide an overview of your Human Resources structure.**

Our Human Resources structure is designed to provide strong local support backed by extensive corporate resources. For this contract, CAS will assign six (6) dedicated onsite Human Resource (HR) professionals who will manage all personnel-related functions, including recruiting,

onboarding, compliance monitoring, scheduling coordination, performance documentation, workforce administration and employee relations.

The onsite HR team is fully integrated with and supported by our Corporate HR team, led by our Vice President of Human Resources. This integrated structure ensures alignment with corporate policies, consistent application of best practices, and immediate access to additional expertise when needed. Our Corporate HR team brings extensive experience supporting all aspects of our aviation security programs including human resources, recruiting and payroll. They provide scalable support for critical functions such as timely payroll and invoicing, targeted recruiting, and accelerated hiring to meet evolving staffing requirements, and enhanced quality assurance oversight to ensure our personnel consistently meet both CAS and FLL/HWO performance measures.

CAS's onsite support team includes six (6) dedicated Human Resource (HR) professionals to deliver critical, day-to-day support and ensure full compliance with County requirements.

- **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.
- **HR Associate/ Recruiters (x2)** - 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.
- **HR/Payroll Specialists (x2)** - 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.
- **Schedulers (x2)** - 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.

*[Reference Presentation Slide #4; Proposal – Program Management Plan]*

q) **If armed guards are being used in this contract, what is your drug and alcohol program?**

While the requirement for armed guards is not included in the RFP, our Drug and Alcohol program policy is provided on the following pages and applies to both unarmed and armed guards.

*[Reference CAS Drug Free Workplace Policy provided below.]*

## Covenant Aviation Security

### Drug Free Workplace Policy

It is the intent of CAS to maintain a workplace that is free of drugs and alcohol and to discourage drug and alcohol abuse by its employees. To this end, CAS maintains a policy of zero tolerance for any violations of this policy. Employees who are under the influence of drugs or alcohol on the job compromise CAS's interests and endanger their own health and safety and the health and safety of others, including the public, airport and government employees. Substance abuse in the workplace can also cause a number of other work-related problems, including absenteeism and tardiness, substandard job performance, increased workloads for co-workers, behavior that disrupts other employees, disruption of customer relations and interferes with the security and public safety functions performed by CAS and its employees.

To further its interest in avoiding accidents, to promote and maintain safe and efficient working conditions for its employees, and to protect its business, property, equipment and operations and to protect public safety, CAS has established this Policy concerning the use of alcohol and drugs. As a condition of continued employment with CAS, each employee must abide by this Policy.

#### Prohibited Conduct

The prohibitions of this section apply whenever the interests of CAS may be adversely affected, including any time the employee is:

- On CAS premises or the premises of a CAS client or host;
- Conducting or performing business for CAS, regardless of location;
- Operating or responsible for the operation, custody, or care of CAS/customer equipment or other property; or
- Responsible for the safety of others in connection with, or while performing, CAS related business.

**Alcohol:** The unauthorized use, possession, purchase, sale, manufacture, distribution, transportation, or dispensation of alcohol, or being under the influence of alcohol, is prohibited.

**Illegal Drugs:** The use, possession, purchase, sale, manufacture, distribution, transportation, or dispensation of any illegal drug or other controlled substance, at any time, on or off the job; possession of any illegal drug paraphernalia; or being under the influence of any illegal drug, or other controlled substance, is prohibited. This includes marijuana in states where it has been legalized for recreational use.

Detection of such drugs or the presence of alcohol at any level will be considered being "under the influence."

**Legal Drugs:** The following acts are prohibited:

- The abuse of any legal drug;
- The purchase, sale, manufacture, distribution, transportation, dispensation, or possession of any legal prescription drug in a manner inconsistent with law; or
- Working while *impaired* by the use of a legal drug whenever such impairment might:
  - Endanger the safety of the employee or some other person;
  - Pose a risk of significant damage to CAS property or equipment;
  - or substantially interfere with the employee's job performance or the efficient operation of CAS's business or equipment.

If an employee is so impaired by the appropriate use of legal drugs, he or she must not report to work. To accommodate the absence, the employee may use accrued Paid Time Off (PTO). The employee may also contact the Site Manager to determine whether or not he or she qualifies for an unpaid leave of absence, such as family care or medical leave. Nothing in this policy is intended to sanction the use of

accrued PTO to accommodate absences due to the abuse of legal drugs. Further, nothing in this policy is intended to diminish CAS's commitment to employ and reasonably accommodate qualified disabled individuals. CAS will reasonably accommodate qualified disabled employees who are on legal drugs related to their disability.

**Definitions** For purposes of this policy:

- 'Illegal drugs or other controlled substances' means *any* drug or substance that (a) is not legally obtainable; or (b) is legally obtainable but has not been legally obtained; or (c) has been legally obtained but is being sold or distributed unlawfully.
- 'Legal drug' means a drug, including any prescription drug or over-the-counter drug, that has been legally obtained and that is not unlawfully sold or distributed.
- 'Abuse of any legal drug' means the use of any legal drug (a) for any purpose other than the purpose for which it was prescribed or manufactured; or (b) in a quantity, frequency, or manner that is contrary to the instructions or recommendations of the prescribing physician or manufacturer.
- 'Reasonable suspicion' includes a suspicion that is based on specific personal observations such as an employee's manner, disposition, muscular movement, appearance, behavior, speech or breath odor; information provided to management by an employee, by law enforcement officials, by a security service, or by other persons believed to be reliable; or a suspicion that is based on other surrounding circumstances.
- 'Possession' means that an employee has the substance on his or her person or otherwise under his or her control.

### **Disciplinary Action**

Discharge for Violation of this Policy: A first violation of this policy will result in *immediate discharge*.

**Effect of Criminal Conviction:** An employee who is convicted under a criminal drug statute will be deemed to have violated this policy. Convictions must be reported to the Site Manager within five (5) days of conviction. Failure to do so will result in termination of employment.

**Effect of Discharge on Eligibility for Rehire:** Employees who are discharged for a violation of this policy will not be eligible for rehire by CAS.

### **Drug and Alcohol Testing**

**Testing of Applicants for Designated Safety-Sensitive Positions:** As part of CAS's employment screening process, any applicant to whom an offer of employment is made must pass a test for controlled substances under the procedures described below. The offer of employment is conditioned on a negative test result. Applicants will be informed of CAS's drug testing policy in the employment application.

**Reasonable Suspicion Testing:** If a supervisor or manager has a reasonable suspicion that an employee is working under the influence of alcohol and/or drugs, or otherwise impaired or engaging in conduct that violates this policy, the employee may be required to take a drug and alcohol test. Under such circumstances the supervisor should notify the Human Resources Director or designee to request authorization to test the employee. The supervisor will be granted permission to test the employee if sufficient objective symptoms indicate the employee may be under the influence of drugs and/or alcohol.

**Random Testing:** CAS reserves the right to conduct a random drug and alcohol testing program. Random drug testing will take place on an ongoing basis, administered from a list of names randomly selected from the CAS employee database. All CAS employees, including management and the security screening force, are subject to this program.

- Randomly selected employees will be sent to the designated facility for testing or tested on-site using an oral swab. If an employee tests positive using the oral swab technique, they will be sent to the designated facility for testing.
- Test results are forwarded to HR.
- If a test result is positive, the Medical Review Officer (MRO) will contact the employee with this information and determine if there is an acceptable medical explanation for a positive test. After completing appropriate collection of additional information, the MRO will forward notice of the test result to HR.

**Refusal to Cooperate:** If an employee refuses to cooperate with the administration of any required drug and alcohol test, the refusal will be handled in the same manner as a positive test result.

**Acknowledgement and Consent:** Any employee subject to testing under this policy will be asked to sign a form acknowledging the procedures governing testing and consenting to (1) the collection of a urine sample for the purpose of determining the presence of alcohol or drugs and (2) the release to CAS of medical information regarding the test results. Refusal to sign the agreement and consent form, or to submit to the drug test, will result in the revocation of an applicant's job offer, or will subject an employee to discipline up to and including termination.

**Confidentiality:** All drug testing records will be treated as confidential.

### **Unregulated or Authorized Conduct**

**Customary Use of Over-The-Counter Drugs:** Nothing in this Policy is intended to prohibit the customary and ordinary purchase, sale, use, possession, or dispensation of over-the-counter drugs, so long as that activity does not violate any law or result in an employee being impaired by the use of such drugs in violation of this Policy.

**Authorized Use of Alcohol:** CAS may provide alcohol for consumption at certain events, such as social functions. The consumption of alcohol at these events does not violate this policy.