

Solicitation GEN2119058R1,RFQ Two-Step - General Security Guard Services at Various County Facilities										
Evaluation Criteria		Centurion Security Group, LLC	F1rst Tactical Solutions LLC	Kent Security Services, Inc.	King Intelligence & Security Services	Regions Security Services, Inc.	Security Alliance, LLC	Universal Protection Service, LLC DBA Allied Universal (G4S)	Veterans Security Corps of America, Inc.	Westmoreland Protection Agency
1	Ability of Professional Personnel									
A Describe the qualifications and relevant experience of the Executive Management, Field Management, Regional Management, Project Managers, Site Supervisors, and all key staff to be assigned to this contract. (Maximum of 5 Points based on quality of response)		The most vital part of CSG's success is and will continue to be our people. To ensure a seamless transition of security services for the County, our highly trained and professional management team will be overseeing this project. We will assess and re-assess the security situation and will adapt policies and protocols to best the contract requirements. CSG's management is second to none and will serve the County with a wealth of military, law enforcement, security, and management experience. Our management team prides itself on being the most customer service orientated and proactive team in the industry. We are an effective team committed to providing real solutions, immediate attention, and effective results for any security related challenge the County may encounter. We focus on developing partnerships with our clients that inspire confidence and trust. Over the years, we have been able to leverage our wide range of expertise, together with our advanced technologies to adapt to every security need, and to act effectively in every situation. From personnel and procedures to technology solutions our entire team is available 24 hours a day, 7 days a week, 365 days a year. Submittal BidSync Page 14 to 73 of 234	Did not provide evaluation criteria.	KENT MANAGEMENT TEAM Submittal Word Document Page 18 to 26 of 68 •Key Personnel - Attachments A thru F •Management Team Bios Submittal Word Document Page 60 to 68 of 68	Key Personnel, Attachment A to F and Bio's Submittal BidSync Page 22 to 33	Please refer back to pages 6 through 21 for qualifications of the Executive Management, Field Management, Regional Management, Project Managers, Site Supervisors, and all key staff to be assigned to this contract. Submittal BidSync Page 51 of 277	Founded in 2001, the management of Security Alliance brings significant experience in providing security to large operations and government entities. In 2002, Security Alliance President, David Ramirez, and his staff handled the transition into more than twenty (20) service locations, in five (5) states, for Rooms-To-Go. Both the current President of Security Alliance, William Murphy, and the Vice President of Operations, Angel Rosado, have been intimately involved in security operations at many government facilities over the past thirty (30) years. While at a previous employer, both William Murphy and Angel Rosado were the top operational personnel for security guard service operations at federal, state, and local government facilities. As the project manager for both a federal and a county contract, Mr. Murphy was the primary point of contact for the government, on contract security operations that each required over seventy-five (75) personnel posted at multiple (more than 25) service locations. Resumes of qualifications and relevant experience of the Executive Management, Field Management, Regional Management, Project Managers, Site Supervisors, and all key staff are provided. Submittal BidSync Page 50 to 77 of 296	Allied Universal's Proposed Staff. Based on qualifications and relevant experience of the Executive Management, Field Management, Regional Management, Project Managers, Site Supervisors, and all key staff are provided. Submittal BidSync Page 47 to 49 of 184	Veterans Security Corps of America, Inc. (VSC) has been providing exceptional security services for over twelve (12) years with an executive team composed of several professionals. Our team is extraordinarily qualified to provide the services as required for the General Security Guard Services for Various County Facilities. Our staff combines technical police guard and military experience to compile the best qualified professionals for the project. The professionals of the VSC team take great pride in our personalized and proficient approach resulting in a provision of optimal security guard services. VSC's Executive Management has both military and police officer experience and has over twenty-eight (28) years of experience in the provision of security services for private and public clients. Field Management staff has training as an Aviation Security Inspector FAA, Active Shooter Training, worked as a Multi Modal Security Inspector at Miami International Airport, has police experience, and has provided security guard services for over seventeen (17) years. Submittal BidSync Page 190 to 205 of 317	4.1.1 Qualification and Relevant Experience of Key Personnel As the incumbent provider of security guard services on the Broward County contract, Westmoreland has in place a team of seasoned security professionals to fill the management, supervisory, training, and quality control roles that possess a unique understanding of the Broward County security requirements (Key Personnel resumes located in Appendix G). Our team, from the guards to the President, are committed and focused on effective and efficient employee and client support. Submittal BidSync Page 11 and 12 of 144 Appendix G: Key Personnel Resumes and relevant experience of the Executive Management, Field Management, Regional Management, Project Managers, Site Supervisors, and all key staff. Submittal BidSync Page 84 to 101 of 144
B Identify your approach to providing security guard services for commercial and/or municipal government. Include details on type of buildings/locations managed (i.e. courthouses, public meetings/event, healthcare facilities, libraries, etc.). (Maximum of 5 Points based on quality of response)		GROUP 1: FACILITIES MANAGEMENT DIVISION AND OTHER AGENCIES TRANSITION STEPS/IMPLEMENTATION. Centurion Security is currently providing similar security services which demonstrates our ability to ensure a smooth transition in the allocation of resources, i.e. the personnel, equipment, etc., essential to this contract. During the contract transition period as the incumbent contractor transitions out and Centurion Security transitions in to take over Security Guard Services, we propose the following schedule. Based on the start date, Centurion Security proposes the following steps with a specific schedule agreed upon to guarantee an uninterrupted implementation. Submittal BidSync Page 74 to 76 of 234	Centurion Security Group provides licensed Security Guards, either armed or unarmed, who provide services when an Executive Order has been issued by a governmental entity. Emergency Response Security Guards must have training in first response and may be required to work irregular hours, work more than eight (8) hours per day, work extended periods (including weekends and holidays), work at locations other than their official headquarters, and/or work in adverse conditions. Internally, CSG currently employs six (6) Emergency Response Security Guards (3 armed and 3 unarmed). We also maintain a pool of emergency guards available that can be contracted to provide services on short notice. They will have to undergo background checks and receive clearance from the Client prior to activation. Their maximum daily hours worked are usually 8-12 hours. These guards are required to be available on short notice (return calls from dispatch within 30 minutes) and be prepared to be at the assigned location within two (2) hours of confirmation. Submittal BidSync Page 76 of 234	Kent currently provides 344 weekly hours of security service to The Underline in Miami Dade County and has successfully partnered with V.O.K. Protective Services since 2020 for this project. We have the necessary experience and wherewithal to work with Small Business Enterprises as required in Broward County. Submittal Word Document Page 40 of 68	Did not provide evaluation criteria, only the Bio's.	Regions Security has the experience and ability, capacity and qualifications to successfully perform in accordance with your specifications as cited in the RFP. We believe that Regions Security will be a valuable contributor in the overall delivery of services to Broward County. Since Regions Security will be participating only for the Groups 2 and 3 covering public libraries and Parks and Recreation sites we will focus our approach on those areas. Regions Security Services, we care about protecting our client's assets by understanding their security concerns and overall property objectives. Keeping this simple approach in mind, we are honored to present you with a security proposal that will meet your security expectations while at the same time provide you with peace of mind that all of the assigned locations will always be monitored by qualified and well trained security personnel. Submittal BidSync Page 51 to 63 of 277	The Security Alliance management team possesses a deep understanding of and appreciation for the magnitude of the support required for protecting Broward County's facilities and personnel. Our President, William Murphy and VP of Operations, Angel Rosado both have more than a 20-year history as security service providers to Miami-Dade County. In the 1990's, Mr. Murphy and Mr. Rosado were the top operational personnel for services to the US Federal Government (General Services Administration). We transitioned into, and provided services for, every Federal government facility throughout Miami-Dade County. The services were operated for the full five-year term of the contract, and the received positive performance reviews. We have specific expertise in securing government buildings, magnetometer screening at courthouses and US Embassies, treatments plants, and deterring, detecting, and delaying adversaries attempting to achieve their nefarious objectives. Our combined experience has covered much of the County geographically, most of the high-profile locations, and several critical infrastructure locations including: Submittal BidSync Page 78 and 79 of 296	We understand the complexity of maintaining compliance with rules and regulations while providing the required security services, considering the need for qualified, commissioned officers. G4S/AUS Government Services provides security services to 300 municipal, state and Federal government clients across 500 individual sites nationwide, including single contracts covering up to 200 facilities. While each client contract is unique in scope and size, typical facilities Allied Universal secures include: II City Hall, County Courthouse Complex, State Capitol Complexes and Federal Facilities III Courthouses III City and County Agencies III City and County Health Facilities & Hospitals III County Juvenile Assessment Centers III City/County Water and Utilities III Parking Facilities III Data Centers III City/County/Federal Child Care Centers III Motor Vehicle and other Licensing Facilities III Social Security and Human Services Centers Submittal BidSync Page 50 to 52 of 184	VSC's approach to providing security guard services for local and county government facilities is to assign the appropriate staff to always provide professional services. Our senior staff consists of former military and police officers that bring a level of discipline unmatched in the industry and security guards are trained and follow protocols as required. They are trained to pay attention to detail and to always be vigilant. Many of the government institutions require identification badges or key cards for access and our staff is trained to enforce those measures. Currently we are providing services at Broward County Transit Stations, and State of Florida Department of Emergency Management offices. Submittal BidSync Page 190 of 317	Westmoreland offers a wide range of top-notch security solutions and superior services. We set and maintain a goal of achieving 100% satisfaction for every client. Offering 17 years of experience that includes ten years of directly relevant incumbent experience on the current Broward County contract, proven success, and a management team consisting of seasoned security professionals. Our security force includes diverse, well-trained professionals who foster teamwork, communication, creativity, and adaptability. Subject matter experts and contract personnel have collaborated with authorized stakeholders in the development and implementation of post orders, security policies and procedures, training curricula and management practices that have consistently exceeded Broward County's expectations, preparedness and response. Submittal BidSync Page 11 of 144 Table 5: Westmoreland Veterans Administration Contracts and Table 6: Westmoreland Federal Contract Experience. Submittal BidSync Page 28 and 29 of 144
C Describe your approach to providing contingency services and conduct surge operations, if required and potentially on short notice, to include additional site supervisors, project managers, armed and/or unarmed staff for contingency operations (i.e. new site assignments, additional shifts, natural or man-made events/disasters, heightened security threats). (Maximum of 5 Points based on quality of response)		Centurion Security Group provides licensed Security Guards, either armed or unarmed, who provide services when an Executive Order has been issued by a governmental entity. Emergency Response Security Guards must have training in first response and may be required to work irregular hours, work more than eight (8) hours per day, work extended periods (including weekends and holidays), work at locations other than their official headquarters, and/or work in adverse conditions. Internally, CSG currently employs six (6) Emergency Response Security Guards (3 armed and 3 unarmed). 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We understand that the need will arise to provide additional security personnel for special events, situations, meeting, elevated threat conditions or emergencies. Kent is committed to maintaining a surge capability equal to approximately 20% of its workforce for this contract. In addition to this, Kent maintains a bench of qualified employees – who meet both Kent and Broward County criteria – at all times, who are ready to be mobilized to specific posts and tasks at any point in time. Submittal Word Document Page 51 to 52 of 68	Regions Security Services has a full Human Resource and Operations Department, both employing multiple Managers and support personnel to respond quickly to emergency demands for additional staff. Our company invests in participating in local recruitment drives, open houses, and working side by side with employment agencies and county official employment organizations to rapidly attract personnel. Notwithstanding the current national labor shortage, Regions Security has quickly learned to adapt and integrate modern technology to attract applicants such as the use of multiple Social Media platforms, online applications, and participating in multiple Job Fairs scaling up or down in accordance to our staffing needs. Submittal BidSync Page 64 to 82 of 277	Security Alliance's Emergency Action Plan addresses our preparation for and response to disaster and emergency events, including hurricanes, civil unrest or disorder, terrorist events, and more. Our plan always ensures continuity of operations including full coverage of posts, supervision, and managers (including shift changes), as well as any mandated relocations. Points of contact will be set up between Security Alliance assigned security personnel, and all appointed by the Broward County personnel. For special events, Security Alliance will conduct special meetings with the affected Broward County Department(s) (Police Department, Fire Department and/or Parking Department) to gain a thorough understanding of their needs, and then develop a special event driven staffing plan for each event. Submittal BidSync Page 80 to 107 of 296	Broward County requires efficient, seamless, consistent processes to manage its security program. There can be no question as to the reliability of the behind-the-scenes operational support. While the face of your program is a team of high-quality security professionals, they - and you - need layers of support. Our digital business strategy drives efficiency, communication, collaboration and effectiveness for the County. A comprehensive platform of technology and tools results in greater transparency and value. Delivering Staff. Allied Universal has an established history of providing strong leadership support by its key personnel and has sufficient reserve personnel to draw upon within other branch offices whenever needed. Submittal BidSync Page 53 to 61 of 184	Our approach to providing contingency services and conduct surge operations is to be prepared at all times with a list of supplemental staff that could be activated immediately and effectively. Managers and supervisors are ready, willing, and able to respond to new site assignments, additional shifts, natural or man-made events/disasters or heightened security threats. As we enlist the services of security personnel, we select highly qualified staff giving priority to police officer and military training. VSC can draw from its current staff or pool of security guards on an on-call or as-needed basis. Additionally, we train our staff to be prepared for all occasions. Based on need, we can quickly adapt from an eight (8) hour to a twelve (12) hour shift in support of emergencies. Moreover, with the number of guards we have covering our current contracts it would be easy to call upon our current staff for extra or emergency duty as required. Submittal BidSync Page 190 (last paragraph) and 191 of 317	4.3.3 Approach to Providing Regular and Contingent Services To facilitate company operations and provide quality services to Broward County in a manner that ensures a full-capability of providing contingency services, Westmoreland, ESS has developed a contract-wide, location specific approach that is rooted in the performance of contract requirements outlined within the bid. We have already positioned and deployed company assets in Broward County. These assets include, but are not limited to, corporate infrastructure, support personnel, training resources, and oversight personnel. Westmoreland is fully prepared and capable of providing, operating, managing, and maintaining a uniformed security force throughout Broward County. Our approach provides for a robust force of qualified, screened, vetted, trained, and equipped security professionals, to include personnel for relief/break periods, leave periods, and the site and project-level supervision to properly perform the specific duties required. Submittal BidSync Page 14 to 16 of 144	
2	Characteristics of Vendor and Staffing:									
Describe characteristics of Vendor and Staffing. Insert narrative to specifically address the following:										
A Provide total number of current security guard employees by Class II and Class III, Site Supervisor, and Project Managers (Security Staff), average seniority of current Security Staff. Explain how your organization can deliver staff weekly security guard hours (refer to Broward County Security Guard Annual and Weekly Hour & Equipment Estimates for Group 1, Group 2 and Group 3) to Broward County user agencies and locations (refer to Broward County Security Guard Locations) (Maximum of 5 Points based on quality of response).		Centurion Security's number of current security guard employees by Class II and Class III, Site Supervisor, and Project Managers (Security Staff), and average seniority of current Security Staff is provided below: • Class II and Class III: 375 • Site Supervisors: 28 • Project Managers & Security Management Staff: 9 • Average Seniority of Current Security Staff: 3-12 years Level II Unarmed Security Guards: "An unarmed individual with a Florida Department of Agriculture and Consumer Services Class "D" Security Guard license and a minimum of two (2) years prior experience as a Class "D" licensed Security Guard Officer is required. A two (2) year background in law enforcement may be substituted for prior years of experience." CSG currently employs Level II unarmed security guards at both Government and Commercial. Submittal BidSync Page 78 to 80 of 234	Not provided.	Not provided.	We currently employ close to 400 Security Staff overall in the tri-county area. The current composition and classification spread being: 167 Class I 195 Class II 12 Site Supervisors 9 Field Supervisors 3 Post Captains / Project Managers 1 Operations Manager 1 Regional Operations Manager 4 Dispatchers 2 Schedulers Submittal BidSync Page 83 to 86 of 277	Security Alliance currently employs 600 security guards that are qualified as a Class II or Class III in Florida. We have 57 current Site Supervisors and 9 Project Managers. The average seniority of our current staff is 5 years; this includes all Security Officers, Site Supervisors and Project Managers. Submittal BidSync Page 108 of 296	Key Deliverables for Broward County User Agencies by Group. 2021 Group 1 - Facilities Management Division and Other Agencies: 89 Estimated (adjusted as needed based on user agencies and locations) Group 2 - Library: Division 40 Estimated (adjusted as needed based on user agencies and locations) Group 3 - Parks and Recreation Division: 38 Estimated (adjusted as needed based on user agencies and locations) Class III: Group 3 - Parks and Recreation Division and Other Agencies: 61 estimated Number of Armed Officers with Florida State Gun License "G". (If required for a particular post) adjusted as needed based on user agencies and locations. Group 2 - Library: Number of Armed Officers with Florida State Gun License "G". (If required for a particular post) adjusted as needed based on user agencies and locations. Group 3 - Parks and Recreation Division: Number of Armed Officers with Florida State Gun License "G". (If required for a particular post) adjusted as needed based on user agencies and locations. Submittal BidSync Page 62 to 64 of 184	VSC is a leading security services firm that has been in operation for over twelve (12) years. We support private and government entities by providing excellent security services for small projects and larger projects requiring a greater number of security guards. We concentrate on our customers' needs to ensure their personnel and assets' safety and security. VSC currently has a total of (83) security guard employees in various class categories. Class II employees total is fifty (50). Class III employees total is twenty-five (25). We have five (5) site supervisors, and three (3) Project Managers on staff. The average seniority of our security staff is three (3) years. Submittal BidSync Page 206 of 317	4.2 Characteristics of Vendor and Staffing We are well versed in security operations involving security guards, security mail/package screeners, and other security personnel in the delivery of diverse security services that lead to both a secure workplace and a secure marketplace. Our diverse operational capabilities include, but are not limited to: • Armed Security Officer • Unarmed Security Officer • Roving Patrol (armed/unarmed) • Vehicle/Foot • Patrol Vehicle Fleet Management • CCTV Operation Centers • Security Mail/Package Screeners • Access Control Screening (Facility) • Security Training Academy (Basic/Advanced Training) • Security Cameras and Detection. Submittal BidSync Page 12 of 144	
B Your approach for recruiting and retaining Security Staff. Include details on how salary increases, bonuses, and non-financial incentives are utilized. (Maximum of 4 Points based on quality of response)		Centurion Security understands that every worksite may have its own set of protocols. We will initiate a meeting with County personnel to create comprehensive post orders tailored to current needs. After developing a plan of action, we organize and brief the leadership and subordinates. A training plan is initiated and executed to ensure that everyone receives reactive strategies training, CPR training, and site-specific training. Centurion Security will implement the site's operations plan and adjust as needed per ongoing requirements. As we move closer to working with the County and its assigned liaisons, we will be able to better learn, understand each other's processes for selecting, hiring, and ongoing training efforts. We post hiring adds on multiple platforms such as Indeed, Monster, Zip Recruiter, and more. Submittal BidSync Page 80 to 84 of 234	Centurion Security understands that every worksite may have its own set of protocols. We will initiate a meeting with County personnel to create comprehensive post orders tailored to current needs. After developing a plan of action, we organize and brief the leadership and subordinates. A training plan is initiated and executed to ensure that everyone receives reactive strategies training, CPR training, and site-specific training. Centurion Security will implement the site's operations plan and adjust as needed per ongoing requirements. As we move closer to working with the County and its assigned liaisons, we will be able to better learn, understand each other's processes for selecting, hiring, and ongoing training efforts. We post hiring adds on multiple platforms such as Indeed, Monster, Zip Recruiter, and more. Submittal BidSync Page 80 to 84 of 234	Our recruitment personnel adhere to policies that reflects the needs of our clients as well as internal policies. During the application process, applicants are required to complete Form I-9 to verify their identity and employment authorization. Acceptable documents are requested to verify their eligibility to work in the United States. Submittal Word Document Page 39 of 68 Employee Retention/Benefits At Kent, employee retention begins on the employee's first day of employment. The training and support we provide from day one sets the tone for the employee's tenure and boosts job satisfaction. Submittal Word Document Page 41 to 42 of 68	Candidates passing the medical assessment process and are scheduled for company orientation and classroom security training. After successfully passing all required training Regions makes a final job offer and upon accepting assigns the candidate to work. Candidates who are bi-lingual will be given preferential hiring consideration. In addition to successful completion of the above hiring process, site supervisor candidates will also require additional supervisory and leadership training. Probation: All new Regions officers and supervisors will be in a probationary status for 120 days, including any current incumbent officers accepting employment with Regions. Random Drug Testing: Regions employees assigned to this contract will also be subject to on-going random drug testing at a minimum annually. Submittal BidSync Page 87 to 92 of 277	We recognize that the distinctive challenge of this contract is providing the required support to the Broward County in the context of an evolving and dynamic environment with constantly changing security service support needs. These needs may include details for extra security services needed for the upcoming events as well as other additions or deletions to the recurring services. We understand that the time requirement for these additional services can fluctuate significantly. We have consistently demonstrated our ability to deliver regardless of the time frame and we are prepared to continue to do so on this contract. Security Alliance's recruiting efforts are focused on reaching the broadest possible group of potentially qualified candidates and subsequently implementing a rapid selection process. Submittal BidSync Page 108 to 111 of 296	Recruiting: Thanks to our broad-spectrum recruiting resources, stringent screening and hiring process, and reputation for attracting top-quality, career-minded professionals, we are able to quickly identify and place highly performing, best-fit security personnel for Broward County's unique environment and security programs. Some of the recruitment resources we use: jobs.aus.com; promotions and employee referrals; universities and schools; former military/reservists, veterans' organizations; police and fire department; job fairs and open houses; professional organizations; and strategic partnerships: AARP, International Association of Jewish Vocational Services, National Indian Council on the Aging and National Asian Pacific Center on Aging. Streamlined Screening and Hiring with AU HireSmart® Allied Universal® recruiters use AU HireSmart®—an end-to-end Artificial Intelligence (AI) recruiting solution, which provides a number of unique benefits designed to streamline the recruiting process to meet your placement needs quickly. Submittal BidSync Page 64 to 67 of 184	VSC's approach for recruitment and retaining security staff is conducted on an ongoing basis. Recruitment is conducted via Indeed and other popular websites. VSC's scheduler monitors the sites daily for suitable candidates and leads. As a retention mechanism, VSC's salary increases are predicated on contractual agreements. Bonuses are meritatorily awarded and based on tenure, performance, and attendance. Submittal BidSync Page 207 of 317	Incumbent Capture and Retention: As the incumbent provider of Broward County services, we are fully staffed and stand ready to assume operations with upon award. Ongoing New Hire Recruitment: Westmoreland will target candidate sources for qualified, capable security personnel candidates. Our recruitment efforts focus on military (reserve / retired), police, and other public-sector/private-sector security service personnel. Our candidate pipeline is then nurtured and actively managed, with reporting metrics provided directly to our executive leadership. Westmoreland maintains a candidate pipeline target of 25% of total contract workforce, meaning if a given contract-wide security operation requires 100 security officers for 100% staff levels, our candidate pipeline must have at least 25 new hire candidates that meet the requirements for the position. Our ongoing new hire recruitment also accounts for trends in surge staffing requirements specifically associated with contract operations. Submittal BidSync Page 14 and 15 of 144	
C Provide current salary ranges for Class II (regular and overtime), Class III (regular and overtime), Site Supervisors, and Project Managers. Explain how your salary ranges are competitive in the marketplace. (Maximum of 4 Points based on quality of response)		CSG current salary ranges for Class II (regular and overtime), Class III (regular and overtime), Site Supervisors, and Project Managers: • Class II (regular and overtime): \$17.06 to \$25.60 • Class III (regular and overtime): \$17.26 to \$25.89 • Site Supervisors: \$17.56 to \$26.34 • Project Managers: \$21.25 to \$31.88 Based on current trends in security and officers availability, CSG is currently positioned to meet the new norms in pay requirements and incentives based upon the new fluctuation on wages across multiple industries as well as the impact these industries have on the security industry. Submittal BidSync Page 84 of 234	CSG current salary ranges for Class II (regular and overtime), Class III (regular and overtime), Site Supervisors, and Project Managers: • Class II (regular and overtime): \$17.06 to \$25.60 • Class III (regular and overtime): \$17.26 to \$25.89 • Site Supervisors: \$17.56 to \$26.34 • Project Managers: \$21.25 to \$31.88 Based on current trends in security and officers availability, CSG is currently positioned to meet the new norms in pay requirements and incentives based upon the new fluctuation on wages across multiple industries as well as the impact these industries have on the security industry. Submittal BidSync Page 84 of 234	Not provided.	Current Salary Ranges by Classification. Based on Tenure, Education, Capabilities and Experience Class II: Regular \$10.00 to \$13.00, Overtime \$15.00 to \$19.50 Class III: Regular \$13.00 to \$20.00, Overtime \$19.50 to \$30.00 Site Supervisors Regular \$14.50 to \$17.00, Overtime \$21.75 to \$25.50 Project Managers Regular \$17.50 to \$20.00, Overtime \$26.25 to \$30.00 Submittal BidSync Page 93 of 277	Security Alliance salary ranges for Government contracts. Our payrates and based on the requirements of the contract and are competitive in the marketplace. Security Alliance is constantly evaluating the market and will adjust its rates accordingly. Class II \$17.50 Regular \$ 26.25 Overtime Class III \$18.50 Regular \$ 27.75 Overtime Site Supervisors \$19.10 Regular \$ 28.65 Overtime Submittal BidSync Page 111 of 296	Class II: Regular \$13.61 + \$3.44 Healthcare Benefits + \$17.05, Overtime \$20.55 Class II-Reg: \$12-\$13 – Class II-Overtime: \$18-\$19.50 Class III-Reg: \$14-\$15- Class III-Overtime: \$21-\$22.50 Site Supervisors: \$14.72, Overtime\$14.72 x 1.5 Project Manager: Regular \$28.50, Overtime \$28.50 x 1.5 Ensuring Competitive Security Professional Wages in the Marketplace key to hiring and retaining the caliber of security professionals you need to do the right wage. Unfortunately, some security providers jeopardize quality by driving down the employee wage rate, leaving you with a lower cost, but also lower quality security personnel. Submittal BidSync Page 68 to 70 of 184	Current salary ranges: Class II-Reg: \$12-\$13 – Class II-Overtime: \$18-\$19.50 Class III-Reg: \$14-\$15- Class III-Overtime: \$21-\$22.50 Site Supervisors Reg: \$15.00 – Supervisor Overtime: \$22.50 The salary ranges were found to be equal to or marginally above the standard rate in the geographical areas to which VSC service. Submittal BidSync Page 207 of 317	Not provided.	

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D Provide 2018, 2019 and 2020 annual Security Staff employee retention percentage rate (# of employees with one year or more of service divided by total number of employees at the start of measurement period X 100). (Maximum of 3 Points based on quality of response)	CSG retention rate for the previous three years are as follows: • 2018: 88% • 2019: 91% • 2020: 96.5% Submittal BidSync Page 84 of 234		Not provided.		2018 Employees over 1 year: 78 - Avg Employee Base 372 Retention Percentage 21.00% 2019 Employees over 1 year: 94 - Avg Employee Base 415 Retention Percentage 22.70% 2020 Employees over 1 year: 159 - Avg Employee Base 399 Retention Percentage 39.80% Submittal BidSync Page 93 of 277	2018 = 88%, 2019 = 86%, 2020 = 74%. Submittal BidSync Page 111 of 296	Security Staff Employee Retention Average Headcount Total Annual Hours Retention Rate 2018 130.4 265,207 34% 2019 152.2 303,603 42% 2020 153.8 307,621 28% Submittal BidSync Page 71 of 184	Following is the 2018, 2019 and 2020 annual security staff employee retention percentage rate: 2018 – 45 employees with 1 or more years of VSC employment – 2.2% 2019 – 45 employees with 1 or more years of VSC employment – 2.2% 2020 – 45 employees with 1 or more years of VSC employment – 0.3% Submittal BidSync Page 207 of 137	Not provided.
E Provide Vendor’s processes to manage callouts and to determine relief factor. (Maximum of 1 Point based on quality of response)	“In the event an assigned Security Guard is unable to perform the services as required, the Contractor shall supply another Security Guard(s), as necessary, at no additional cost to the Customer, to ensure that all assignments are performed.” Off Duty Police may be called in. Centurion Security will have sufficient Security Guards available within its Human Resources to fill all required posts. Moreover, should it become necessary to replace a Security Guard on short notice, we will first pull from our part-time and floater list of employees, then work our way up to overtime specialists, emergency Security Guards, and then our off duty police officers, at no additional cost to the Customer. “It is the responsibility of the Contractor to ensure the Customer facility(ies) are staffed in accordance with the Customer’s facility list as incorporated through the SLA for all scheduled shifts.” Submittal BidSync Page 84 to 85 of 234		Not provided.		Under our company policy all employees must report on-duty a few minutes prior to their shift start ready to get debriefed and start their shift. Any employee that won’t be able to arrive to their assigned shift must provide a minimum of a 4-hour notice by reaching the 24-hour dispatch center or their direct Post Captain if one has been assigned. In fact, applicants sign our House Rules in the specific area listing: “ I understand that my schedule will be posted as soon as the business for the following week can be forecasted and that my attendance is mandatory on those days scheduled. I also understand that if through an emergency, I cannot arrive to work on the scheduled day and time, I will call my department and speak with a manager or department supervisor to explain my absence at least (4) hours before the time I am scheduled to report to work. _____ ” Submittal BidSync Page 94 of 277	Security Alliance operates a 24-Dispatch center since 2005. Our trained dispatchers are on duty 24 hours per day, seven days per week, year-round. The dispatch center is the focal point for all operational communications and provides an oversight function for attendance and post coverage. Our dispatch system handles the substitution of security officers in the event of sickness, injury, or absence. Dispatch maintains a log of qualified and available personnel who are available for immediate substitution, as necessary. Dispatch coordinates logistics for replacements and verifies replacement security officers are prepared for their temporary assignment. Submittal BidSync Page 111 of 296	Whether it’s a callout, emergency, natural disaster, or even a corporate outing, special event, or other well-attended function, sometimes you may require additional coverage right away to supplement your regular security team. With more 300,000 experienced security professionals across North America, Allied Universal® is There for you®. We have the people, resources, and localized expertise to provide the supplemental security support you need at a moment’s notice. When and if call-offs or open-shifts arise during normal business hours, Broward’s existing Account Manager or our 24 Hour Allied Universal Support Center, will be able to get on our Wide-Area-Network (WAN) to review our on-line scheduling program and make the appropriate scheduling changes to ensure un-interrupted coverage. Once in Allied Universal’s proprietary network, the Account Manager or our Support Center will go into our WinTeam scheduling software, to access schedules, and determine who else is available, trained and qualified to fill in, the open-shift. If we cannot backfill the open-shift immediately, due to short notice, Allied Universal may have an officer at the site, hold over for up to 12-hours. Submittal BidSync Page 71 and 72 of 184	VSC’s process to manage callouts and to determine relief factor is to bound guards to the 4-hour callout notification as mentioned in the VSC Employee Handbook. The Scheduler receives the callout notification which annotates the employee’s name, site location, shift time and nature of callout. The Scheduler ultimately identifies a replacement guard. Trackforce Valliant is also an available tool the Security Guard uses for callout notifications to the Scheduler. Submittal BidSync Page 207 of 317	Surge Staffing: We factor into our staffing and operational plans a 10% surge requirement. This built-in surge requirement represents the levels of stand-by, rapidly deployable personnel at the ready for immediate deployment in the event of surge requirements, to include any events (manmade or otherwise) that require the augmentation of schedules and workforce levels. Mitigation of Turnover: Personnel turnover is the greatest challenge to maintain a robust workforce at levels necessary to provide security services at a 100% level of coverage across the entire contract. Turnover is a result of both involuntary dismissal and voluntary resignation. We mitigate involuntary dismissal through hands-on training, leadership development, and proactive supervision. While it cannot be eradicated, our intent is to drastically reduce the prevalence of personnel being dismissed due to performance issues. In tandem, we focus on building recruitment and retention programs that directly mitigate voluntary employee resignation. Our retention program is built upon five overlapping principles: provide market competitive wages, training, career advancement opportunity, ongoing communications, and recognition. Submittal BidSync Page 15 of 144
F Provide 2018, 2019 and 2020 relief factor as a percentage used to determine coverage to maintain coverage/service levels. (Maximum of 1 Point based on quality of response)	CSG relief factor as a percentage used to maintain coverage/service levels for the previous three years are as follows: • 2018: 100% • 2019: 100% • 2020: 100% CSG has never left a post unattended and we pride ourselves in being able to cover our assigned work sites under any emergency. Submittal BidSync Page 85 of 234		Not provided.		We normally monitor this percentage weekly using terms other than “Relief Factor”. Security companies have to provide coverage regardless of whether it is with the regular staff, floaters or via overtime. For us, Unbillable Overtime Percentage is the key, this is hours paid to staff for causes other than requested billable overtime (meaning a client specifically requested a specific employee to stay late causing overtime) Overtime cause by the need to cover positions with qualified staff due to other employees calling off due to illness or unexpected emergencies for example. 2018 – Average Annual Unbillable Overtime = 3.2% 2019 - Average Annual Unbillable Overtime = 3.6% 2020 - Average Annual Unbillable Overtime = 5.8% (Direct result of the worldwide pandemic). Submittal BidSync Page 95 of 277	Maintain coverage/service levels Security Alliance strives to maintain excess (relief) personnel at a rate of 10%. However, it has become increasingly difficult in recent years. Actual percentages are shown below: 2018 6.5% 2019 5.2% 2020 3.8% Submittal BidSync Page 111 and 112 of 296	Security Staff Relief Factor Average Headcount / Total Annual Hours / Relief Factor 2018 130.4 265,207 1.5 FTE per post 2019 152.2 303,603 1.7 FTE per post 2020 153.8 307,621 1.7 FTE per post Submittal BidSync Page 72 and 73 of 184	VSC’s 2018, 2019 and 2020 relief factor as a percentage used to determine coverage to maintain coverage/service levels: 2018 – 2.5%, 2019 – 1.9%, 2020 – 1.8% Submittal BidSync Page 207 of 317	Not provided.
3	Project Approach								
	Describe the prime vendor’s approach to providing security services utilizing in-house and subcontractor staff, in the event that a subcontractor is needed to fulfill contract requirements (see Minimum Eligibility Requirements listed in Special Instructions, for subcontractor experience requirements). Insert a management plan describing your understanding of the criteria detailed in the Specifications and Requirements and approach for administering the Contract and specifically address the following: (Maximum of 7 Points based on quality of response)								
A	Your general understanding of the Specifications and Requirements including your understanding of any of the articles of the General Conditions you deem critical to the operations and management of the project. Include a description on how all designated posts are covered at all times, your approach to handling high volume screening situations, incidents of equipment failure, crowd control, and difficult patrons. (Maximum of 7 Points based on quality of response)	CSG offers round-the-clock scheduling that can be adjusted as needed. As part of the onboarding process, officers are prescreened, trained, and certified to work their assigned posts, after which officers will also certify and cross-train for other sites (groups) before starting their actual assignments. By offering site-specific cross trained certification incentives to officers, the company will have optimal opportunities to post high priority locations. For instance, most officers will be hired to fill armed level 2 positions, typically 24 hours. By cross certifying everyone as screeners, armed, and/or multiple sites, we will actually be able to fill special posts at any time by simply allocating assets to meet the County’s needs. Our commitment to provide responsive, legendary service begins prior to contract start-up. Centurion Security Group’s account-specific service parameters and quality standards are developed once a partnership agreement has been solidified. During our transition period at customer site, a customized service delivery plan is developed to include the following elements: • Building profile, nuances, tenant cultures and key focus areas. Submittal BidSync Page 86 to 87 of 234	Coverage and Security Operations Technical Operating Plan Kent Security proposes an operating plan that incorporates our experienced management team of well-trained, empowered decision makers; the expertise of 35+ years of best practices in Post Order development, Quality Assurance procedures and digital Incident Reporting. This comprehensive program will be delivered by Kent Officers who will represent the brand and image that Broward County requires. •Kent will ensure that there are always sufficient staffing levels and will commit to having a talent bench of available employee, who are properly trained and vetted and tapped in at a moment’s notice. •Kent will ensure that our attrition rates remain well below the national average for the Security Industry. We are proud that Kent employees, on average, stay 3 times longer with Kent than with most any other national security company. Our turnover ratio has always been at least 15% lower, on average, than the industry norm. Submittal Word Document Page 28 of 68	Regions Security will act as Prime for both groups B and C which encompass Public Libraries and Parks and Recreation. We will not be using any Subs for those groups other than a required set aside percentage for a Broward County registered CBE. Based on the number of required hours for both groups we feel confident that it fits well within our scope of experience and capabilities, specially since we have for many years now been providing similar services to the tune of over 600,000.00 man-hours annually in the tri-county territory. We have systems in place to ensure & verify attendance of assigned Security Officers, which is more critical for posts with Cold Starts, where there is no previous Officer to be relieved. Our 24-hour dispatch is constantly monitoring the Check In process by Security staff going On-Duty and they quickly contact any Officer that has not signed in within Minutes of their shift start. If they do not receive an answer their dispatch’s Field Inspector or Supervisor to ensure the equipment is working properly and to verify the post is covered. There are other methodology we use to ensure the posts are properly covered using technology applications and our Security Online software which records GPS location when Officers go on duty. Submittal BidSync Page 96 to 108 of 277	For the Broward County security project, Security Alliance will use the proven methodologies that are currently in use in our operations for the Miami Dade County & City of Miami Beach. While fully understanding the Broward County requirements, will enhance service delivery through increased training, supervision, and quality assurance components. We also offer the full value of our experience, resources, networks, and technologies in support of the Broward County security project. Our enhanced approach will begin prior to commencement of services under any awarded contract. Security Alliance proposes to meet with Broward County Security officials and brainstorm ideas for improving the security posture of the County, specifically through deployment of better-trained and well-equipped officers. Examples of ideas for discussion include use of a handheld explosive detection device at key facilities, use of K9 units where feasible and appropriate, and use of different (more tactical) uniform looks at critical infrastructure locations to enhance the deterrent presence of the security force. The desired result of the brainstorming session will be to introduce new concepts for enhanced presentation and deployment of a well-trained guard force, ready to detect and react to acts of criminality. Submittal BidSync Page 115 of 296	Critical Operations and Management Post Coverage When and if call-offs or open-shifts arise during normal business hours, the County’s assigned Account Manager or our 24 Hour Allied Universal Support Center, will be able to get on our Wide-Area-Network (WAN) to review our on-line scheduling program and make the appropriate scheduling changes to ensure un-interrupted coverage. Once in Allied Universal’s proprietary network, the Account Manager or our Support Center will go into our WinTeam scheduling software, to access schedules, and determine who else is available, trained and qualified to fill in, the open-shift. If we cannot back-fill the open-shift immediately, due to short notice, Allied Universal may have an officer at the site, hold over for up to 12-hours. This overtime WOULD NOT BE Billed to the County. In the event that the conditions won’t allow an officer to hold over, Allied Universal will. Submittal BidSync Page 75 to 77 of 184	For group 3 (Library Division) we will provide the required number of weekly security guard hours as we have provided on other contracts requiring 1,000 hours or more. Our security guards have the proper training and require equipment to provide exceptional services for all (55) Parks and Recreation Division locations. VSC is prepared to provide supporting patrol equipment (car/vehicles, bikes) as required in the specifications. VSC understands the general conditions for the project and has no exceptions. It is critical to the operations and management of the project to deploy a transition plan that includes shadow training. All posts will be covered at all times by implementing a detailed schedule. VSC guards are bound to the 4-hour callout notification as mentioned in the VSC Employee Handbook. This is used to manage callouts ensuring all posts are covered. The Scheduler receives the callout notification which annotates the employee’s name, site location, shift time and nature of callout. The Scheduler ultimately identifies a replacement guard. Submittal BidSync Page 210 of 317	Employee Special Eligibility and Qualification. All security personnel employed by Westmoreland under this contract are required to meet certain minimum qualifications or standards regarding background, experience, health, and licensure, as established in this section unless specifically and individually waived in writing by the Contract Administrator. Personnel may not be employed under this contract if they currently or have in the past been involved in any felony or sex conviction and/or having military conduct resulting in dishonorable or undesirable discharge. New employees must successfully complete following: • Must be able to safely perform the duty assignment without posing a direct threat to the health or safety of others. • Binoocular vision, correctable to 20/20 (Snellen). • Ability to distinguish basic as well as shades of color in both normal and peripheral vision, where required by the essential duties of the position. Submittal BidSync Page 23 to 26 of 144	
B	Identify the types of work you intend to perform with your own forces and how you have engaged subcontractors for a minimum of three years. Provide 1) a list of employees demonstrating your capability to perform the work; 2) evidence on past projects of your ability to self-perform the work you intend to perform with in-house forces; and 3) evidence on past projects of your ability to engage and utilize subcontractors to perform work; (Maximum of 7 Points based on quality of response)	The following CBEs will be awarded a percentage of hours, locations, post site instructions, and training, immediately following contract award: CBE #1: Veterans Security Corps of America will be acquiring 20% of the total hours. CBE #2: King Intelligence and Security Services, Inc. will be acquiring 18% of the total hours. CBE #3: Action Group MGMT, LLC. Will be handling administration, Small Business Compliance, and Reporting for 2% of the contract. CBEs have warranted they have adequate staff and as part of our due diligence we concur. 1) List of employees demonstrating your capability to perform the work; Submittal BidSync Page 87 to 88 of 234	Not provided.		Regions Security Services will be proposing as a Prime for Regions 2, and 3 for Public Libraries and Parks and Recreation and will not be using Sub-Contractors for the staffing of any of the posts. For these two sectors there is an optional utilization of a Registered CBE with Broward County which we may contemplate with the company i-Watch Services Inc. A company that was formed some years ago by a past employee of Regions Security and which whom we have stayed i close contact since their inception. 1) a list of employees demonstrating your capability to perform the work Regions Security Services, INC. 1100 NW 72nd Ave Miami 33126 Florida Users list – Active Security Personnel Submittal BidSync Page 109 to 124 of 277	1) We propose that the second phase of enhancement come after selection of candidates for work on the Broward County security project. Security Alliance has over 1,000 security officers worldwide and 400 security officers in Broward and Dade County. 2) Security Alliance has extensive experience in using in-house forces with contracts that include Miami Dade Water and Sewer, Miami Dade Court House, South Dade Government Center, U.S. Department of State, Homestead-Miami Speedway, and University of Miami. 3) We have past and present contracts with subcontractors. Some of these projects include Miami Dade Water and Sewer, City of Miami Beach, City of Miami, Miami Dade County, and University of Miami. Submittal BidSync Page 115 and 116 of 296	Allied Universal® and G4S are now combined to provide a leading security and facility services company, provides proactive security services and cutting-edge smart technology to deliver evolving, tailored solutions that allow clients to focus on their core business. With the backing of our global organization, our clients benefit from the advantages of working with an \$18 billion company and more than 800,000 employees as we offer efficient processes and systems that can perform the work for Broward County as an independent entity as evidenced throughout our proposal. Submittal BidSync Page 78 to 80 of 184	VSC intends to perform all the required security guard work for this project with its own forces. We enlisted the services of a certified CBE subcontractor to provide administrative and small business reporting only, not security guard services. 1) The employees assigned to this project are George B. Beasley – over 28 years of experience, Nestor R. Ortiz – over 17 years of experience, Daniel Tyson – over 20 years of experience, Rafael A. C. Polanco – 6 years of experience, Donnie C. Hixon – over 20 years of experience and we currently employ 83 security guards for various projects. 2) Past projects include the State of Florida Department of Emergency Management Services, Florida Department of Health, Indian River School District, Orange County Public Schools, Port Everglades, Fort Lauderdale/Hollywood International Airport, Enterprise Holdings – Tampa International Airport, Enterprise Holdings – Orlando Sanford International Airport, Blue Health Rehabilitation and Oak Hill Rehabilitation, Pahokee Housing Authority, Brevard County Transit Stations, Brevard County Solid Waste, Brevard County Board of Elections, and Brevard County Parks adn Recreation. Submittal BidSync Page 122 and 123 of 317	4.3.8 Employee Elements and Procedures Employee Specifications. Westmoreland is fully aware that this type of work is independent, requiring considerable public contact and requires the application of independent judgment and the interpretation of established policies and procedures. The work is performed within general guidelines and is reviewed for compliance with desired results, using the Statement of Work, our Quality Control Plan, and all other contract-related guidance and documents as baseline performance guides. Specifications of performance, as further discussed in Westmoreland’s operational plans and project approach, include: • The employee must meet all of the following minimum criteria: Must be in possession of all licenses and/or permits required by all Broward County, local, state and federal agencies as applicable to the position, including those required by Section 493, Florida Statutes as amended from time to time. Submittal BidSync Page 13 and 14 of 144
C	Your approach to 1) report managerial and Security Officer performance; and 2) to implement disciplinary procedures for in-house and subcontractor, (if subcontractors are to be utilized), Security Officers. (Maximum of 3 Points based on quality of response)	1) Report managerial and Security Officer performance; and CSG will provide a manager (i.e., Regional and Corporate Headquarters) who will conduct regular, unannounced inspections to evaluate performance and ensure Security Guards’ are in compliance with established contract terms and conditions. Performance Evaluations: All employees will receive periodic performance reviews conducted by his or her supervisor. Generally, the first performance evaluation will take place after completion of 60 days of employment. Subsequent performance evaluations are conducted annually, on or about the anniversary date of their employment with CSG. The frequency of performance evaluations may vary depending upon length of service, job position, past performance, changes in job duties or recurring performance problems. Submittal BidSync Page 88 to 89 of 234	Not provided.		Approach to reporting managerial and Security Officer performance: From the perspective of the Corporate Office to measure and manage the Manager’s Performance, the company uses Quarterly reviews to score the performance of Managers and also counts heavily on communication and feedback emitting from the clients, the goal being to find growth opportunities and areas where the Manager can improve, which in turn leads to a superior client experience. Security Officers’ performance is measured in great part by the quantity and quality of the work generated at post, quality and detail of information contained in Incident Reports for example. Their attendance, arrival time, willingness to cooperate working extra when asked, GPS movement and activity performing Checkpoints are all carefully monitored by the Operations team and the Dispatch Center personnel. Feedback from the clients and Field Supervisors is also key in ensuring that we have selected and trained Officers that can successfully complete all assigned tasks. See pages 125 to 128 of 277	In the third component of our enhanced service delivery proposal, Security Alliance proposes to provide (unbillable) supervision to support daily recurring services, improve responsiveness to customer requests or service issues, and enhance our ability to meet the needs of special service requests received through the Guard Post Action Sheets. Our field supervisory personnel will provide oversight of the personnel assigned in their geographic areas, with supervisor deployments designed to provide maximum coverage of active service locations. The final enhancement component for Broward County security services support includes introducing some new, relevant technologies. SA will deploy two systems that will positively impact performance and communications: Trackforce and ISS 24/7 Incident Management and Reporting (ISS 24/7). These tools, detailed further in our response, enhance our ability to report efficiently, effectively, and accurately, track, monitor, and respond in real-time. See page 116 of 296	1) Reporting Managerial and Security Officer Performance Allied Universal’s processes for evaluating security professional performance include: Account Audits : Allied Universal conducts an annual audit for each account. The audit covers contract compliance, staffing levels and officer deployment, review of post orders and procedures, training, documentation, wage review and billing consistency. Tracking of Key Performance Indicators: We will track on a monthly basis all key performance indicators we set with our client during the transition. Management Inspections: The local Allied Universal management team is committed to regular, nonscheduled inspections at each client location. Management uses these inspections to promote consistent service delivery. Account Standards: All Allied Universal accounts must comply with account standards mutually agreed upon between the client and Allied Universal management. See pages 80 to 83 of 184	VSC’s approach to report managerial and security guard performance is a progressive disciplinary action process. There are three (3) steps outlined, leading up to a recommended termination. A verbal warning first, the second and third in the form of a written reprimand, and finally a recommended termination. No subcontractors. See page 211 (second paragraph) of 317	4.3.4 Managerial and Security Officer Organizational Structure Westmoreland offers a contract structure that includes a full-time Project Manager and Site Supervisors through which Westmoreland and Broward communication flows. The Project Manager reports to the Vice President, Ms. Pamela Johnson, who works closely with contract personnel and Broward County stakeholders, will coordinate, and ensure the timely delivery of corporate support across all functional areas (Human Resources (HR), Finance and Training, etc.) and is available 24-7 via cell phone and email. This direct link to the corporate executive leadership allows for immediate decisions and commitment of resources on contract related matters. The organizational structure depicted in Figure 2 provides the management model utilized on our current Broward County security services contract, is easily scalable to meet changing staffing requirements, and ensures the continued provision of an industry-leading unarmed security program. Submittal BidSync Page 16 to 18 of 144

Evaluation Criteria									
Solicitation GEN2119058R1,RFQ Two-Step - General Security Guard Services at Various County Facilities									
Evaluation Criteria	Centurion Security Group, LLC	F1rst Tactical Solutions LLC	Kent Security Services, Inc.	King Intelligence & Security Services	Regions Security Services, Inc.	Security Alliance, LLC	Universal Protection Service, LLC DBA Allied Universal (G4S)	Veterans Security Corps of America, Inc.	Westmoreland Protection Agency
D Provide your plan to provide and maintain equipment (including security carts, bikes, uniforms, etc.) in quality working condition during operations; Include details on include life cycle replacement (per Specifications and Requirements, Section VI, Uniforms and Related Equipment and Supplies for Security Guards, Item C, Vehicular Equipment); and describe items Vendor will provide at no cost to County (uniforms, furniture, workstations, etc.) (Maximum of 3 Points based on quality of response)	Uniforms & Safety/Security Equipment per Guard CSG will provide all Security Guards with the approved uniforms and ID badges that clearly identify such personnel as Centurion Security Group, Security Guards. In Addition, any Security Guard reported as not in compliance with the approved uniforms, grooming, and cleanliness will be immediately replaced to avoid any lapse in coverage. To ensure that each Security Guard understands the requirements, upon their initial hiring, they are provided with an employee handbook detailing appropriate uniforms and appearance while on duty. Moreover, this handbook is reviewed in the presence of our Human Resources Manager. All Centurion Security guards are provided a Picture ID the day they are hired. They each sign a statement stating that they understand that a company ID and/or picture ID must be worn at all times while in uniform and on the Client's premises. In addition, if nonuniformed Security Guards are requested by the College, Centurion Security will accommodate those requests. Submittal BidSync Page 89 to 92 of 234		Uniforms Kent Security can offer a variety of uniforms for Broward County to choose from. If you prefer, we can also co-brand the uniform so that it is clear that our guards are not just security guards, but an extension of Broward County. Submittal Word Document Page 42 of 68		Regions Security Services assigns different responsibilities to the above question depending on the item. Radios and Cell phone Communications are maintained and programmed in the Office by a member of an Operations team member Mr. Brian Ruiz, who also orders and sets up the Golf Carts and ensures all vehicles are initially prepped and equipped as well as wrapped and in full working order prior to assignment and delivery. Externally, we have another member of the Operations team who's full time position is to see to the Day-to-Day maintenance and upkeep of fuel and electric vehicles, swapping vehicles as needed to perform scheduled maintenance and or for mechanical failures. Submittal BidSync Page 129 of 277	Our analysis reveals that there are two major areas of risk when starting up a project. The first is the risk that not enough certified and trained officers will be available to fully man the posts by the date of contract full performance. We plan to hire as many incumbents as possible that want to join the Broward County – SA Security Team and fill the remainder of the positions with new hires who will be certified and trained in accordance with Broward County training mandates. To mitigate risk, we will initially recruit and train approximately 15% more applicants than we project we will need, so we have a pool of qualified potential new hires in the Broward County area ready to step in. This approach has served us very well during other contract startups. The second area of risk is in logistics. Successful execution of this plan is predicated on our ability to procure critical material (uniforms, vehicles, and communications equipment – other requirements shown below are not considered as critical) required based on the lead times shown in the schedule below. Submittal BidSync Page 116 to 117 of 296	Officers' uniforms will be part of the daily inspection in which items found no longer serviceable will be replaced at our cost. We will provide all working materials necessary for proper performance of County security services at no cost including, but not limited to, items such as bound logs, notebooks, pens, and pencils. Vehicles are replaced in a timely manner based on mileage or condition. All vehicles are maintained in excellent working condition and replaced every few years. Submittal BidSync Page 83 of 184	Uniform management will include inventory control and periodic uniform inspections to ensure proper upkeep. After use and deemed suitable for redistribution, the cleaning of the uniforms will be outsourced and returned to inventory. Materials and equipment will also be subject to inventory control, crossed referenced with periodic inspections. VSC's Vehicle, Golf Cart and Patrol Bikes Maintenance Program Policy: It is VSC's policy to maintain vehicles, golf carts, bikes, and equipment to provide safe, comfortable, and reliable transportation while in service. The goals and objectives of the Vehicle, Golf Cart and Patrol Bikes Maintenance Program are: a. Maintain vehicles, golf carts and bikes to promote the safety and comfort of our security personnel and to protect the public. Conduct regular pre-trip inspections to identify vehicle, golf cart, bikes and equipment problems and assure they are in good operating condition. Submittal BidSync Page 211 to 213 of 317	4.37 Westmoreland Procedures to Maintain Equipment in Quality Working Condition. During the transition period, the Project Manager based in in the PMAO office will be responsible for reviewing all property provided to Westmoreland by Broward County. In addition, the Westmoreland corporate personnel will order all contractor-provider equipment in quantities to ensure an ongoing inventory of equipment, uniforms, and duty gear during the performance phase of operations. All equipment issued by Broward County will be recorded on a consolidated contract inventory sheet, which will be mutually signed by our Project Manager and will be presented to Broward County for review. The inventory sheet will describe the condition of each item (i.e., pre-existing signs of wear, damage, or apparent dysfunction). In addition to the inventory of provided equipment, the Project Manager will also prepare a parallel set of records to reflect the inventory of contractor-furnished equipment. The records of contractor-furnished equipment will, first of all, include a consolidated list of items that Westmoreland has deployed for use under the contract. The consolidated list will specify serial numbers associated with all critical, costly, and non-expendable items. Submittal BidSync Page 20 and 21 of 144 Submittal BidSync Page 41 to 43 of 144
4	Transition Approach								
	Describe Vendor's approach to implement a 30-day calendar (to include weekends) transition plan to assume security service responsibilities from the incumbent Vendor. Insert detailed transition plan. Specifically address the following:								
	A Your approach to shadow current Vendor's security screening and patrolling process. (Maximum of 4 Points based on quality of response)	Before 2 weeks of the transition the project manager will kick-off a meeting to discuss the scope of work that will be performed. Then CSG consults with incumbent Vendor and establishes a transition & personnel swap. All required personnel are selected, hired, and files are submitted to the County. "Each Security Guard shall complete all trainings as required by this Contract and the Customer prior to being assigned to a facility. The Contractor shall be responsible for submitting all lesson plans for Contractor training courses and training records of employees to Customer's Contract Manager on a quarterly basis, and/or upon request." Submittal BidSync Page 94 of 234	Kent Security Transition Approach As the current security provider to several large-scale, complex accounts, that have multiple facilities and locations, Kent is in a perfect position to provide services for a dynamic account like Broward County. We are familiar with the geographic location, demographics and unique challenges that face the County. One key component might be worker retention. If there are officers currently employed by the County that you will want to retain, we will be happy to provide every employee an opportunity to transition to Kent. We will work closely with Broward County staff to finalize a plan. Kent Services is supported by a seasoned Human Resources team that has successfully transitioned projects of similar scope and size. We understand that our success is directly related to the capabilities and quality of our Transition Plan. Our team will generate hundreds of qualified applicants within the first weeks of advertising for a position with our company. Submittal Word Document Page 43 of 68		Regions Security Services will comply and coordinate with the incumbent entity and its personnel to successfully shadow the current staff and its supervisors with the best intent to learn all of the protocols and procedures as well as the idiosyncrasies that may exist at every particular location, which we understand each location may have slightly different pet peeves and requirements. Notwithstanding, we will utilize our proven TRANSITION PLAN to execute the different tasks which are needed to have a smooth transition of services and proper staffing. Details below. Regions manages Transition as a project using the principles established by the Project Management Institute's Book of Knowledge (PMBOK). Regions has a proven record of successful on-time transitions for over 60 security services projects, which has included recruiting, hiring, training, certifying, equipping, and fielding hundreds of officers for various different contracts. Submittal BidSync Page 130 to 133 of 277	If granted the opportunity, Security Alliance would send three (3) persons to observe and learn the required security functions, with the cooperation of the incumbent provider. Our Project Manager for Broward County project, our Director of Training, and our proposed Site Supervisor for each location would attend the observation/learning sessions at each relevant location. It then becomes the responsibility of Security Alliance to develop the training programs to develop the requisite skills for each security officer candidate for the various project locations. SA will use our past experience developing and executing transition and start up plans to assume full performance of this contract within 30 days or less of award. In preparation for the phase-in period, we are taking actions prior to award to ensure we can begin our process on the day after award. We fully understand that costs incurred cannot be billed to the County, nor have we entered these costs into our pricing. We feel that such investments are required to ensure that SA will provide the highest quality service to the government, on or ahead of schedule. Submittal BidSync Page 117 to 120 of 296	Allied Universal's recent acquisition of G4S/AUS puts us in a unique position. Security personnel currently at Broward County will remain at your sites therefore they are familiar with the security screening and patrolling process. In addition, we now have more resources to supplement the existing workforce. All CBE partners will shadow existing G4S/AUS personnel in order to gain on the job (OJT) training. Submittal BidSync Page 85 of 184	VSC's approach to implement a 30-day calendar (to include weekends) transition plan to assume security service responsibilities from the incumbent vendor would be seamless. The VSC Project Manager and corporate transition team will be responsible for implementing the transition of services. VSC's corporate staff will provide the necessary resources to support the Project Manager. The key to a successful transition is attention to contract detail. At the time of responsibility transfer, every post will be assumed without deviation. The changeover to VSC from the current security provider will be no more apparent than the change of a shift. The transfer will be seamless, transparent, and without risk to Broward County Facilities. Submittal BidSync Page 213 of 317	Westmoreland offers a Transition Management Plan (TMP) that is designed to define the entrance and exit criteria for the 30-day transition period, delineates roles and responsibilities of the transition team members, identify potential obstacles to an orderly transition with zero disruption to Broward County activities, and proposes a risk mitigation strategy. Upon award, Westmoreland will contact the Contract Administrator for scheduling of the post-award conference, which will be scheduled within days of the award. During the post-award conference, Westmoreland's executive team and Project Manager is introduced, and an implementation presentation based upon this plan is conducted that addresses the following: Submittal BidSync Page 26 to 28 of 144
	B Your approach to providing initial delivery of complete employee personnel files (per Specifications and Requirements, Section II Requirements of the Contractor, Item R). (Maximum of 3 Points based on quality of response)	CSG currently and consistently provides roughly 5,500 to 6,000 hours of security services across all clients. We employ over 300 armed and unarmed security guards, i.e., both unarmed and armed Level 2 & 3 Officers. CSG will confirm that all Security Guards have passed the required background checks and have clearance to handle sensitive data. A list of Security Guards that have access along with an expiration date will be maintained both in writing and electronic format. We will create a Data Policy either solely or collectively with the County as required. Centurion will then submit its approved Data Policy and personnel files to the County for their review or acknowledge agreement prior to the start of the contract. A list of all persons with access to County locations and sensitive data will be kept in a secure place approved by the County. The Data Policy will include the: • Identity of all individual(s) who accessed data in any way, whether those individuals are authorized persons or not; Submittal BidSync Page 94 and 95 of 234	Not provided.		Regions Security will adhere to contractual requirements thru security badging process, receipt of required personnel files, background reports, training records, required reports and the monitoring of logbooks, electronic timesheets, sign-in sheets, and electronic reports tracking security officer card swipes at designated locations per Post Order requirements. Our Human Resource Department accepts, scans, keeps and safeguards all of the employee files including results for National Criminal Background Checks, Drug Testing, Licensing and other hiring documentation pertinent to meeting the state, local, and contractual laws and obligations. Upon request, Broward County may receive individual information relevant to the Officers or Security Staff assigned to any of the facilities or sites listed on this RFQ or thereafter added as part of the same. Submittal BidSync Page 134 of 277	Employee Screenings and Files. After candidates pass preliminary and background screening and are nearing training completion, the Project Manager (PM) conducts a second personal interview and final screening. The PM assesses the following for each candidate: • Communications skills, Ability to deal with stressful situations, ability to work as part of a team, fitness level, general demeanor and presence, overall suitability for assignment. Only candidates who successfully pass this final interview/screening with our PM are eligible for submission to Miami-Dade County as prospective security officers. When candidates pass the final interview/screening, our Recruiting Lead prepares the candidate files for submission to Broward County. Our Recruit Lead has ten years of experience preparing candidate files for ISO/WASD. We will use a County approved checklist to prepare candidate files for evaluation. The candidate files will at minimum include. Submittal BidSync Page 121 and 122 of 296	Prior to contract assignment, all security personnel assigned must participate and pass both a drug and medical screening examination. Once these requirements are met, security personnel are then scheduled to attend State of Florida D license training in which they must pass a final exam score of 70% or higher. If applicable, officers are then assigned to attend firearms training with a State certified K licensed instructor. All security personnel will also undergo a national background check which includes criminal check, work history, sex offender search and driver license verification. This information along with any certifications, proof of education, employment verification etc. is readily available upon request. Submittal BidSync Page 85 of 184	VSC's transition plan will provide for a smooth and efficient phase-in without disruption to the current operation or interference with the assigned duties of the incumbent staff. Within five (5) working days of the contract award, VSC's Project Manager will submit a finalized transition plan to the Contract Administrator. VSC will communicate with the Contract Administrator to provide initial delivery of complete employee personnel files to ensure adherence to contractual requirements, security badging process, receipt of required personnel files, background reports, training records, required reports and the monitoring of logbooks, biometric timesheets, sign-in sheets, electronic reports tracking security guard card swipes at designated locations per Post Order requirements, and proper uniform and equipment requirements. Submittal BidSync Page 213 (last paragraph) of 317	Develop personnel files. Submittal BidSync Page 28 of 144
	C Your approach to ensure that post orders are understood by assigned security staff. (Maximum of 3 Points based on quality of response)	To ensure that all post orders are understood by security staff, Quality Standard Areas (QSA's) are identified and standardized, and then integrated into all account processes for each building, site, and property (selection, training, operations, and support). They are also used to create a set of measurable performance objectives for each level of personnel and for each post assignment that will be used in the performance review process. CSG's transition process is extremely methodical and includes meetings with each property manager and chief engineer to assess the service delivery method, current staff, training deficiencies, building/tenant nuances, unique security/safety/fire risks, and overall feedback from the property management team on the state of the current program and the desired state of the security program once Centurion Security assumes the services contract. Submittal BidSync Page 95 of 234	On-Site Training and Post Orders Kent will work closely with the County representative to ensure that Post Orders are clear and complete, addressing specific needs of each individual site. Our operations managers, road supervisors and site supervisors are responsible for making sure that all officers are well trained and qualified to work their designated post. They periodically conduct follow-up training to ensure that our officers are fully in compliance with all aspects of the post orders to confirm that the officers are properly trained or if in need of additional training. This part of the training process is steady and intended to build the officer's job proficiency and confidence level. Submittal Word Document Page 48 to 49 of 68		The Post Orders will be reviewed, updated and approved by the County regularly, usually there is a bi-annual review. In the interim it is updated any time the client sends a change request for a specific location (for example: Open the East Garage at 6am instead of 7:00am going forward). Communication to our Operations team is key so that they can reach out to the Officers, verbally pass down the changes and then send their device an updated Post Order file. Each of the Security Staff that is on-duty is assigned a Smart Device or Phablet containing our Security Online Solutions software. Within the icons that are available to the Officer is a Post Orders button. By clicking on this the Officer has immediate access to the Post Orders that have been designed and approved by Broward County for their particular location or site. This allows the Officer to have access to the information needed to handle most situations and to review in case anyone has challenged them on why they are taking a specific action. Submittal BidSync Page 134 to 160 of 277	SA takes no exceptions to any elements of the Solicitation. We will provide security services for Broward County that meet and exceed contract requirements. We have budgeted for appropriate supervision and contingency personnel and stand prepared for any special assignment needs. SA SO's are extremely aware that they are tasked with providing overall security services. These general instructions include the following: 1 Protect life and property. 2 Remain vigilant of all nuisances and safety issues. 3 Maintain the highest level of professional standards (appearance, communications, conduct, etc.). 4 Report all violations of ordinances, law, rules, regulations, published and/or verbal orders. 5 Remain on post until properly relieved. 6 Pass all information relative to the post to the relieving security officer. Submittal BidSync Page 122 and 123 of 296	Security professionals are trained on Site Specific Post Orders and the Security Operations Manual during on-the-job training, re-training, daily inspections, and roll calls. This training can be conducted by Field Trainers, Shift/Site Supervisors, Field Supervisors and/or Account Management/Branch personnel. Please refer to Section D – Project Approach and 6. Training, Certification, Equipment and Background Checking for additional details. Additional OnSite Training Procedural Training. The "On-the-Job" Training program consists of an extensive checklist of general policies and procedures all officers must know to be successful at their worksite. This training is conducted in conjunction with the "OJT Guidebook," a manual that provides instruction for both the new employee and facilitator on how to execute this training. This program contains a variety of site-specific training topics, including. Submittal BidSync Page 86 of 184	Additionally, we will schedule a pre-performance meeting to provide a detailed review of the Security Guard standards requirements and VSC's proposed transition plan. VSC will schedule a meeting with the County project manager/contract administrator and the incumbent provider to shadow the vendor's security screening and patrolling process. VSC's Project Manager and Quality Control Manager will provide training and shadowing for specific posts to ensure that assigned security staff understand post orders as required. The transition plan will contain the following tasks and activities that will be implemented within the 30-day timeframe. Submittal BidSync Page 214 and 215 of 317	Post Orders. Post orders are prepared, with reasonable and periodic update, for each individual post by Using Agency Representative, with the advice of the Contract Administrator. The Contract Administrator shall have the responsibility for distributing a single copy of the subject post orders to Westmoreland who shall in turn be responsible for ensuring appropriate distribution of the orders to all field security personnel. Westmoreland will not make any alterations to the post orders except as specifically approved in writing by the Using Agency Representative, or the Contract Administrator. Submittal BidSync Page 28 of 144
5	Past Performance								
	Describe prime Vendor's experience on Broward County and Non-Broward County contracts of a similar nature for the past five years. The County is seeking the services of a provider experienced in providing for security guard services of demonstrated experience in delivering security guard services to commercial and/or municipal government entities within the last five years with security guard staffing levels at or above 6,250 hours for Group 1 for five (5) year period, 1,000 hours for Group 2 for a three (3) year period, and 600 hours for Group 3 for a three (3) year period (Refer to "Special Instructions, Minimum Eligibility Requirements: I. A." General, Specifications and Requirements). If necessary, use an additional sheet(s) to describe service contracts, clearly indicating the scope of work for which you were responsible. In addition, insert narrative to specifically address the following.								

Solicitation GEN2119058R1,RFQ Two-Step - General Security Guard Services at Various County Facilities										
Evaluation Criteria		Centurion Security Group, LLC	F1rst Tactical Solutions LLC	Kent Security Services, Inc.	King Intelligence & Security Services	Regions Security Services, Inc.	Security Alliance, LLC	Universal Protection Service, LLC DBA Allied Universal (G4S)	Veterans Security Corps of America, Inc.	Westmoreland Protection Agency
6	A Describe Vendor's experience on contracts provided for demonstrated experience in delivering security guard services to commercial and/or municipal government entities for past five years and how this experience contributes to ability to deliver services detailed in Specifications and Requirements. (Maximum of 12 Points based on quality of response)	Florida-Based Contracts: Specializing in the delivery of advanced security guard services for more than ten (10) years, Centurion Security provides high-level security solutions throughout the State of Florida serving a variety of customers, both government and commercial. The following projects include government and commercial clients in Florida for whom Centurion Security has provided Security Guard Services for the past five years (2015 – 2020): • Project #1: Florida Division of Emergency Management • Project #2: Florida Department of Health, West Perrine Health Clinic • Project #3: LifeSavers, Inc. • Project #4: Erick Construction, Inc. The work performed by Centurion Security at each location includes access control, foot & vehicle patrols, and foot or vehicle traffic management at each location. Each location houses and utilizes millions of dollars of equipment and supplies. Some locations are COVID vaccination sites, which house tens of millions of dollars in equipment and serums. Submittal BidSync Page 96 to 105 of 234		PAST PERFORMANCE As outlined so far in this proposal, Kent is equipped to provide Broward County with the services it requires due to our experience with contracts of this size, magnitude, scope, and complexity. Since 2013, Kent has provided armed and unarmed security officers to the Miami-Dade County Public School Board at its Maintenance Service Centers, Transportation Centers, Food & Nutrition Centers, Primary Learning Centers and over 30,000 hours of Fire-watch services at various county properties. We provide access control, roving patrols, and fire watch services to residential, commercial, religious and educational facilities nationwide. Kent is a preferred vendor for security guard service for the State of Florida providing officers and equipment at fifteen locations, including both the North Broward and Opa Locka Regional Senior Centers. Kent has been the security provider of 16 Miami-Dade County Special Assessment Districts for the last 8 years. In addition, we are proud to call Chapman Partnership™ and the Town of Miami Lakes Kent Services clients. Submittal Word Document Page 35 to 36 of 68		Regions Security Services will be participating and bidding for the Groups 2 and 3 of this RFQ, as such our requirements as described are to evidence 1,000 hours for Group 2 for a three (3) year period, and 600 hours for Group 3 for a three (3) year period. Both of which we supersede by several thousand hours. But first a little more general information about Regions Security as a whole. Size and range of activities: Regions Security is a medium size, regional security firm well known in the tri-county area and specializing in licensed physical security guard and patrol services as well as a quality service provider of electronic security and CCTV systems Financial History & Capacity Statement: Regions Security Services, Inc. assures Broward County that it has the needed financial resources and capabilities to successfully perform the services requested. Regions Security Services is financially responsible and further has all of the financial resources and working capital at hand needed to effectively hire, train, supervise and operate within the guidelines described in your RFQ. Submittal BidSync Page 161 to 168 of 277	Evidence of providing 6,250 security service hours per week. Security Alliance has significant and extensive experience delivering reliable and responsive security services that are very relevant to in both size and scope to the requirements of this solicitation. Specifically, Security Alliance has provided security operations support to Miami/Dade County for more than 14 years. Of particular relevance, our support to Miami-Dade County includes current work as the incumbent contractor providing security services for Miami-Dade Water and Sewer Department (WASD) projects two (2) separate Special Assessment Districts, and considerable past work for the ISD County contract. We provide (or have provided) relevant support to government customers at the local level for Miami-Dade County (\$4,000,000/year), the City of Miami Beach (\$3,000,000/year), Miami/Dade College (\$1,700,000/year), and the Miami Parking Authority (\$1,700,000/year). We also provided security services to Miami-Dade Transit from 2010 to 2014. We previously provided security services at the state level to the State of Florida Department of Health (\$800,000/year). Submittal BidSync Page 123 to 135 of 296	Allied Universal is proud to service many government clients that exceed 6,250 HPW for at least 5 years. We are proud to say that many clients have loyally retained the Company for a decade or more including the Superior Courts of California, San Joaquin County and Courts, City and County of San Francisco, San Mateo County, Los Angeles County, San Diego County, San Bernardino County, and cities such as Washington DC, NYC, Seattle and many more. We provide extensive patrol services including: vehicles, golf carts, Segway, bicycle and many other specialized vehicles. G4S/AUS GOVERNMENT SERVICES CLIENTS/ HOURS PER WEEK / PARTNER SINCERITY / LOCATIONS SERVED: Broward State (Port Everglades & Fort Lauderdale International Airport), 10,000+ 2019 Florida; City of New York 90,000+ 1994 Five Boroughs of New York City; City of San Antonio 4,500 2005 Texas; County of San Bernardino 12,000 2008 California; County of San Diego (GSA and HCA) 14,000 2008 California; County of Los Angeles (Sheriff, Beaches and Harbors, and DHS) 30,000 2016 California; Orange County 8,000+ 2008 Florida; Miami-Dade County 10,000+ 2008 Florida. Submittal BidSync Page 87 and 88 of 184	Our mission is to provide Broward County with the most qualified and professional security force necessary to staff the contract requirements. VSC is a fully qualified Security Guard Firm that has been providing security guard service throughout the State of Florida for over twelve (12) years. VSC currently has approximately eighty-three (83) security guards on staff with three to five years of experience consisting of military and police backgrounds. VSC will designate a Project Manager who will act as the liaison between Broward County and VSC. As an organization we have provided armed, unarmed security and screening services to multiple well-known agencies and clients. Current and past clients include Broward County Transit Stations – 168 weekly hours – 5 guards – 2 years, Brevard County (Solid Waste) – 204 weekly hours 6 guards – 3 years, State of Florida Department of Emergency Management offices – 3366 weekly hours – 75 guards – 1 year, Florida Department of Health – 60 weekly hours – 2 guards – 1 year, Orange County Public Schools "Screening" – 180 weekly hours – 9 guards – 2 years, Enterprise Holdings – Tampa – 224 weekly hours – 9 guards – 1 year, Enterprise Holdings- Sanford – 168 weekly hours – 6 guards – 2 years, Blue Health Rehabilitation and Oak Hill Rehabilitation – 236 weekly hours – 10 guards – 1 year, American Campus Communities – 202 weekly hours – 8 guards – 6 years. Submittal BidSync Page 215 to 221 of 317	The strength of Westmoreland lies within the depth of our current and related Broward County security service experience, federal and commercial experience, the leveraging of our proven Broward County approved organizational management, training, onboarding, quality assurance programs, policies and procedures that uniquely qualifies Westmoreland to provide reliable and compliant security program to the new security contract. Tables 5 and 6 below provide a snapshot of our federal, state, municipal and commercial security contracts. We have adopted innovative and new technology solutions that have improved transparency, accountability, communication and cooperation with our government and commercial clientele, resulting in lower operational risk and better protection. Submittal BidSync Page 28 to 32 of 144
Training, Certification, Equipment and Background Checkinq										
	Describe training, certification, equipment, and background checking experience. Specifically address the following:									
	A Describe education, training and experience required for initial employment as a Class "D" and/or Class "G" Security Officers. Include details on training provided to staff on use of security screening equipment, electronic applications, etc. (Maximum of 4 Points based on quality of response)	1. CERTIFICATION TRAINING All CSG newly assigned Security Guards receive a minimum of eight hours of site-specific training by a certified instructor that includes the following curriculum at no cost to the County: Current/Proposed Training Program All security personnel assigned to a County premises under this Contract will take a mandatory Classroom Site Orientation Training consisting of the following: • A review of Post Orders ("Post Instructions" document available upon request.) • General and specific orders of the facility • Policy and specific procedures for responding to the following incidents: • Emergency alarms • Bomb threats • Incendiary devices Submittal BidSync Page 106 to 110 of 234		Not provided.		Regions Security Services Inc. is also a License Security School by the state of Florida for "D" Licenses. This means that we can also recruit and hire personnel that has a great background in InHouse Security or Retail Security who may have never obtained their D License. This expands our ability to seek out individuals who are bi-lingual, have a proven track record of security and customer service and process them through our 40-hour educational program to get them the D License. For the G License: Armed Officers and Officers wanting to obtain the Armed G License with the State of Florida. Regions Security has employed for many years an in-house instructor who is licensed as a Law Enforcement Firearms Instructor. Submittal BidSync Page 169 to 181 of 277	For the project at Broward County, Security Alliance will provide various programs for security officer training. All security officers will have completed the training that is fully compliant with Security Alliance, the State of Florida, and Broward County standards and requirements. Security Alliance will conduct its own in-house training programs to supplement and reinforce the basic tenets of the provision of security guard services for this project. These training programs will be overseen by our licensed security training staff consisting of Director of Training, Mr. Ramier Roque (State of Florida training "K" license # 2700070) and PM Anthony Socarras. Mr. Roque is a former United States Air Force NCO, who emphasizes the importance of discipline, training, professional appearance, and professional conduct, in each segment of training. Submittal BidSync Page 136 to 142 of 296	Security Professional Basic Qualifications Class "D" License: 1) Must be at least 18 years of age or as appropriate to state or contractual obligations. 2) High school diploma or GED, plus at least one verifiable employment; or at least 5 years of verifiable employment history. 3) Licensed to work in the State of Florida 4) Possess valid Florida Operator's Driver's License 5) No job related criminal convictions as specified under Allied Universal Guidelines. 6) Ability to read, write and speak English. 7) Ability to communicate effectively both orally and in writing for the purpose of public interaction and report writing. 8) Able to provide proof of ability to work in the United States. Submittal BidSync Page 89 to 92 of 184	The Class D Security Guard must be at least 18 years of age, possess a high school diploma or GED equivalency. They must also have one (1) to two (2) years security experience or more which is based on post assignment. Class D training requires that the Security Guard complete a minimum of 40 hours of professional training at a school or training facility licensed by the Florida Department of Agriculture. The training class will teach the employee the basic principles of working as a Security Guard. The Security Guard must have the ability to Detect, Detect, and Respond to situations that may include crime prevention and emergencies. The security training will prepare security guards in the areas of access control, terrorism awareness, emergency procedures, report writing, interviewing techniques, CPR, and crime prevention. The Class G Security Guard must be at least 21 years of age, possess a high school diploma or GED equivalency and have at least two (2) or more years of security experience. Also, a police or military background is required in some instances. Submittal BidSync Page 221 and 222 of 317	Westmoreland believes in training our personnel through a three-prong process: lecture, simulation, and spot training (via our OC process). The training process ensures each and every security professional associated with the contract has the skills and subject matter knowledge necessary to perform duties coupled with the practical application of the knowledge within real-world environments. Phase One: Pre-Assignment: Classroom-Industry Foundation-Detailed Training Modules. In-depth coverage of important security material, includes New Hires & Recumbent Basic Training. Training includes: 1. Florida Class "D" License – 40 Hours pre-assignment security training course is delivered through Instructor-Led Training (ILT) by a licensed instructor (Florida DI license holder) and covers the following subjects: 2. Florida Class "G" License – 28 Hours of pre-assignment firearms training. Submittal BidSync Page 32 to 34 of 144
	B Describe your approach to providing professional required security refresher training program(s). (Maximum of 4 Points based on quality of response)	Supplemental and refresher training and mandatory on-going training are provided both by inhouse trainers and external instructors as required to ensure that security officers maintain their required certifications. These include: Mandatory On-Going Training: • Customer service • Interpersonal skills & sexual harassment training • Report writing • Incident investigation • Observation skills • Effective patrolling • Crime prevention • Conflict management • Managing threatening situations/hostile individuals Submittal BidSync Page 110 to 111 of 234	Kent Training Approach Kent Security has long-recognized that the goal of training is to increase proficiency and build confidence. This is done in state-sanctioned, certified training centers with veteran training officers and state-of-the-art teaching materials to administer both the Unarmed and Armed License. Site Specific Training Assigned officers will comply with any and all specific Broward County requests in addition to those that will be specifically spelled out in the existing post orders. Our site Supervisors, District Manager, Operations Manager, Account Manager and Assistant Account Manager will make sure that all assigned and newly hired officers receive every available training required by our agency and those specifically made available by the County in furtherance of their duties and responsibilities. Submittal Word Document Page 44 of 68	Refresher Training Provided by Regions Security Services We have a scheduled program to present up to 44 hours of refresher training every year for protective security officers and supervisors, and 8 hours for control center personnel. The hours listed in the "Hours" column are the recommended times needed for effective coverage of the material, to include questions and answers, interactive tasks, and reviews of the material. The Protective Security Officer Manual should be used as a tool; however, the Contractor shall not limit training instruction only to this manual. Refresher training is also modified based on the amount of turnover at a particular site and changes that may have occurred to the prescribed post orders during the past 2 quarters. Regions Security Services may opt to provide shorter, module-based refresher training sessions on-site more often as needed to meet the requirements of the agreement and to ensure the quality and performance of each Officer assigned. Submittal BidSync Page 182 to 183 of 277	ANNUAL REFRESHER TRAINING All members of the Broward County contract will undergo a minimum of 8 hours of annual refresher training. Subjects will be coordinated with the Broward County Manager. Submittal BidSync Page 143 of 296	The key to effective learning and long-term performance excellence is the reinforcement of initial training by way of an effective, structured process. Per your annual requirements, we can provide refresher training on a variety of courses. Local and branch management and regional training staff continually deliver a number of company-wide training modules as well as programs customized to meet market- or client-specific needs. Allied Universal® managers will work with you to select training appropriate for the security professionals at your facility helping to ensure that ongoing training is a priority. Submittal BidSync Page 92 of 184	The Project Manager is responsible for ensuring that their assigned security personnel have completed the required refresher training. Courses as outlined in the Training Manual. Human Resources follow-up with verification and documentation of completion. The training courses will include contract security, note taking, legal aspects of private security, importance of documentation, patrol & observation, safety, post orders, workplace violence, appearance, customer service, first aid, CPR, harassment, and bomb threats. Submittal BidSync Page 222 (third paragraph) of 317	Phase 4: Formal Continuous Training, Refresher, Re-Certification, Advance and Enhancement Training. Refresher Training (Not including Firearms, covered in Phase 3) Refresher Training in Public Relations, Access Control, Public Safety, Monthly Safety & Training program on Professional Development for Security Officers: Security Officer Institute & College Credit. Enhancement Training—On-Line Training Modules Available for Officer Skill Advancement Advanced Fire Safety Training Emergency Response Drills Community Emergency Response Team (CERT) Training Submittal BidSync Page 41 of 144		
	C Describe your approach to obtain, monitor, update, and retain background checks from the National Criminal Background Check and Florida Department of Law Enforcement. (Maximum of 2 Points based on quality of response)	Whenever a position becomes available that matches the abilities of an applicant, CSG ensures that the applicant then successfully passes a comprehensive background examination, which may include polygraph and psychological evaluations. This also applies to our agents, representatives, and subcontractors. In addition, if requested by the County, we will re-screen any of those mentioned above. We believe that the following list of our current background investigations conforms to the RFP specifications: • Background and criminal checks through the Florida Department of Law Enforcement (FDLE), Florida Criminal Information Center (FCIC), and National Criminal Background Check • Background examination providers – Andrews International • Security license validation Submittal BidSync Page 111 to 113 of 234	Background Checks and Drug Screening Kent Security is a Drug Free Workplace. Our Compliance Department, which reports up to our Human Resources Divisions, conducts background checks and drug testing on all employees and candidates. Working with an employment-screening firm allows us to ensure quality and allows for a quick turnaround time. We offer a comprehensive range of background screening solutions that can be customized for virtually every type of industry and position. The core services include: background screening, drug testing and fingerprinting. We are also capable of conducting lie-detector tests, when necessary, as a condition of hire. Our service providers are members of the National Association of Professional Background Screeners (NAPBS), Drug and Alcohol Testing Industry Association (DATIA), Substance Program Administration Association (SPAA), as well as Safe Harbor Certified. Submittal Word Document Page 37	Our Human Resource Department actively processes any applicant considered to a position within our organization through a Nation Comprehensive Background Check with a nationally recognized Background Check data provider Lexus Nexus. LexusNexus is a corporation that sells data mining platforms through online portals, computer-assisted legal research and information about vast swaths of consumers around the world. During the 1970s, LexusNexus began to make legal and journalistic documents more accessible electronically. The Viable results from the background check is evaluated by two levels of personnel to ensure the interpretation of the results can be concurred and then presented to the Hiring Manager. Any record that contains felonies or active warrants that would disqualify the applicant from obtaining a D license on a new application is considered as a disqualification for employability within our organization. Submittal BidSync Page 184 of 277	Initial Screening. Our Investigative Division conducts criminal history checks on all security officer candidates. These criminal history checks include searching Miami/Dade Clerk of Court and Florida Department of Law Enforcement (FDLE) records for local and state criminal histories; performing a national criminal background check through Sentry link for National Criminal offenders; and cross-indexing employment candidates against the FDLE sexual offender index. Security Alliance also uses E-Verify to support the required I-9 form and validate each candidate's eligibility to work in the United States. In addition to the criminal history searches, Security Alliance will verify the existence and validity of the candidate's "D" (and if necessary, "G") licenses, and will verify previous employment and/or military history, including the nature of separation from each employer. Security Alliance will also check the driver's license and driving record of those personnel who may drive a vehicle in the course of their duties. Submittal BidSync Page 143 to 145 of 296	Allied Universal routinely conducts both level 1 and level 2 background checks, depending on requirements of the position. Level 1 and 2 background checks are outlined in Chapter 435 of the Florida Statutes. All Security Professionals who are screened at level 1 in Florida must undergo background screening, including employment history checks and statewide criminal correspondence checks, through the Department of Law Enforcement. In addition, a check of the National Sex Offender Registry and local criminal records checks are also included. All Security Professionals who are screened at level 2 in Florida must undergo fingerprinting so that statewide criminal records can be checked with the Department of Law Enforcement. In addition, national criminal history records checks through the FBI and through local law enforcement agencies will also be included. If a background check returns certain "disqualifying offenses," they are not given clearance to continue in our vetting process. Submittal BidSync Page 92 and 93 of 184	The Florida Department of Law Enforcement (FDLE), Division of Criminal Justice Information Services (CJIS), is the central repository for criminal history information for the state of Florida. VSC's Human Resources Department will obtain, monitor, update, retain background checks, and will ensure that every Security Guard assigned to the contract has background checks performed through the Florida Department Law Enforcement Division, and all qualifications are verified. In addition to maintaining criminal history information, it is VSC's responsibility to provide public access to this information upon request. Submittal BidSync Page 225 (third paragraph) of 317	We actively recruit from a number of reliable sources; preference is given to candidates with law enforcement or security backgrounds and educational concentrations in criminal justice. We especially value former military backgrounds for many reasons, including their proven dedication to service to others, their desire, and their ability to operate as part of a team. Submittal BidSync Page 19 of 144 We conduct background checks, prepare electronic SF 76 Personal History documents, and provide fingerprint cards in conjunction with the Government Suitability Determination. We provide 56 hours of new hire training and 36 hours of annual training. Submittal BidSync Page 30 of 144		
	D Describe your approach to deliver complete personnel files for new hires (per Specifications and Requirements, Section II Requirements of the Contractor, Item R). (Maximum of 2 Points based on quality of response)	CSG will confirm that all new Security Guards have passed the required background checks and have clearance to handle sensitive data. Personnel files of new hires that have access along with an expiration date will be maintained both in writing and electronic format. We will create a Data Policy either solely or collectively with the County as required. Centurion will then submit its approved Data Policy and personnel files to the County for their review or acknowledge agreement prior to the start of the contract. Ongoing, a list of all new hires with access to County locations and/or sensitive data will be kept in a secure place and delivered to the County in a secure file format. These procedures will follow CSG's secure Data Policy as described previously. Submittal BidSync Page 113 of 234	Not provided.			The fastest and most effective method we can make available to Broward County is through email. All required forms such as the Background Check reports, drug test result, initial application, resume, I-9, and similar can be scanned into a single file and converted automatically by our system into a PDF file that can be emailed on a secured server to the Broward County official or Logistics Coordinator, Alex Legra. If hard copies are required, we can either make them available here at our headquarters office for review or we can use a nationally recognized courier service such as UPS or FedEx to deliver to the Broward County office or personnel or contract Manager as needed. Submittal BidSync Page 185 of 277	The SA Recruiting department has extensive experience with providing new hire personnel files to our customers for approval. We currently provide potential employee files to the U.S. Embassy's, Miami-Dade County, City of Miami Beach, and University of Miami. Each client has specific requirements which are controlled and monitored by our Logistics Coordinator, Alex Legra. Security Alliance Furnished Items - Uniforms, Supplementary Equipment We issue our officers and Supervisor's uniform and equipment items in compliance with style, color, and quantity specifications in accordance with Solicitation requirements. We provide two different uniform configurations, depending on the location of the post (interior or exterior). During our initial meetings with the County, we present samples of each item of uniform apparel for approval so that we may initiate the actual ordering of the required items shortly after contract award. Submittal BidSync Page 145 and 146 of 296	Contract Commencement: AUS/G4S management will deliver complete personnel files to Broward County per the specifications. Subsequently, AUS/G4S management will regularly visit your sites to observe security program operations, track performance of existing and new Security Professionals, follow up with requests and issues, and communicate the status of these efforts to your stakeholders 90-Day Control Plan: In keeping with our desire to continuously improve your security program, our 90-day Control Plan provides monitoring of existing and newly transitioned security sites and follow up activities to ensure the identification and resolution of any issues that may arise during the initial program phase. The following are typical activities that occur during the control period: 3 Weekly conference calls; post and site inspections 3 Monthly client visits Submittal BidSync Page 93 of 184	VSC's Project Manager will communicate with the Contract Administrator/Project Manager to provide new hires delivery of complete employee personnel files to ensure adherence to contractual requirements, security badging process, receipt of required personnel files, background reports, training records, required reports and the monitoring of logbooks, biometric timesheets, sign-in sheets, electronic reports tracking security guard card swipes at designated locations per Post Order requirements, and proper uniform and equipment requirements. Submittal BidSync Page 225 (forth paragraph) of 317	Westmoreland makes the complete personnel file of each employee to be assigned to work under this contract readily available to the Contract Administrator and the Using Agencies, upon request, on an ongoing basis throughout the term of this contract. Westmoreland's personnel management/human resources organization and/or any individual specifically reference, shall contain copies of the following documents: medical examinations, training test results and certifications, proof of education, firearm licenses, state guard service licenses, employment application, and driver's license number and expiration date. Submittal BidSync Page 22 of 144
	E Provide information on how vendor will obtain and maintain supplies for all working materials necessary for performance of this contract including, but not limited to, items such as, personal protective gear (i.e. masks, gloves, etc.), sanitary items (i.e. hand sanitizer, disinfectant wipes/cleaner, paper towels, etc.) including the process to routinely disinfect equipment and furniture. (Maximum of 1 Point based on quality of response)	1. PERSONAL PROTECTIVE GEAR AND SANITARY ITEMS CSG is committed to providing a safe and healthy workplace for all our security Officers and customers, clients, patrons, guests, and visitors. To ensure we have a safe and healthy workplace, CSG has developed a COVID-19 Preparedness Plan in response to the COVID-19 pandemic (available upon request). Our goal is to mitigate the potential for transmission of COVID-19 in our workplaces and communities, requiring full cooperation among our Security Officers and management. In support of this effort CSG maintains materials and working supplies for use at the work site in the performance of the contract and to routinely disinfect equipment, furniture, and vehicles. Appropriate and effective cleaning and disinfecting supplies have been purchased and are available for use following product labels, safety data sheets, and manufacturer specifications, and are being used with required personal protective equipment for the product. CSG Security Officers will wipe down common areas and equipment with issued alcohol solution in between cleanings. Submittal BidSync Page 113 to 118 of 234	Not provided.			Regions Security Services has been purchasing PPE items in bulk since January of 2020 to ensure the prompt availability and delivery of PPE kits which are provided both at the time of hire of any new security staff, as well as available in the office for any Officer that runs out and needs more. We also send regular supplies to each of our posts weekly and each one of our Field Supervisory vehicles carries a variety of supplies to make available to the Officers during site inspections. Our Delivery Plan: Recognizing that both Groups 2 and 3 have a combined total of 87 sites, we estimate that our future Broward Office will also act as a depository for a multitude of supplies as well as uniforms and equipment. In addition, our Account Manager, Site Supervisor and Shift Leaders will be allowed to keep and maintained sufficient supplies as to provide any of the sites they visit during inspections. Submittal BidSync Page 185 of 277	Procurement Planning: Security Alliance's procurement planning to obtain critical required equipment (uniforms, vehicles, and communications supplies) begins immediately following contract award to ensure this vital equipment is obtained within the lead times shown in section #4 of this document Transition Approach. We intentionally calculate lead times required for contract performance on a "worst case" scenario – assuming longer times than our suppliers estimate, supporting timely achievement of a Day One capability. Uniforms: Security Alliance has open accounts with multiple vendors (local and national) to supply uniforms and required equipment to support timely delivery of the large uniform/equipment quantities necessary for a Day One capability. Submittal BidSync Page 147 to 149 of 296	Response to Coronavirus Disease 2019 (COVID-19) The dramatic spread of COVID-19 has disrupted lives, livelihoods, communities, and businesses worldwide. We are closely monitoring the latest reports from the Center for Disease Control (CDC) and are committed to doing everything possible to service our clients as we face this time of uncertainty. At the same time, we must deal with the personal impacts this is having on all of our employees and their families. We are responding in real time to ensure that we are making the right decisions to balance client needs and employee safety. A few of the actions we have taken to protect our employees include: 3 Development of plans to practice social distancing at all of our branches, corporate offices, and in the field 3 Creation of educational resources (e.g., Coronavirus FAQs and Safety Tips Sheets) Submittal BidSync Page 94 and 95 of 184	VSC will obtain the supplies necessary for the performance of this contract using local vendors as we have for our current contracts. We procure our personal protective gear (i.e. masks, gloves, etc.), and sanitary items (i.e. hand sanitizer, disinfectant wipes/cleaner, paper towels, etc.) from Broward County certified small businesses when required. We maintain a small inventory in our office and can procure additional items within the same day or 24 hours if needed. Due to the current circumstances, VSC has added material to the guard training to routinely disinfect equipment and furniture. Submittal BidSync Page 225 (last paragraph) of 317	Personal Protective Equipment: Westmoreland will provide appropriate PPE (i.e. current CDC COVID19 recommendations and guidelines, including items such as face masks, disposable gowns (as applicable), hand sanitizer, latex gloves, and CPR disposable mask. We will keep in stock and replenish those items as needed to ensure the health and safety of GPO and Whitestone personnel during the COVID-19 pandemic. Submittal BidSync Page 42 of 144
7	Reporting and Billing									

Evaluation Criteria										
Solicitation GEN2119058R1,RFQ Two-Step - General Security Guard Services at Various County Facilities										
Evaluation Criteria		Centurion Security Group, LLC	F1rst Tactical Solutions LLC	Kent Security Services, Inc.	King Intelligence & Security Services	Regions Security Services, Inc.	Security Alliance, LLC	Universal Protection Service, LLC DBA Allied Universal (G4S)	Veterans Security Corps of America, Inc.	Westmoreland Protection Agency
	Describe Vendor's reporting and billing process to track purchase orders and invoices received. For Group 1 Facilities Management Division and Other Agencies, it is estimated that services will need to be coordinated from over 10 different Broward County user agencies and provided to fifty (50) different locations, Group 2 is for one user agency Library Division with thirty-five (35) different locations, and Group 3 is for one user agency Parks and Recreation Division with fifty-two (52) different locations. Specifically address the following.									
	A Describe your time and attendance management plan for tracking billable hours with 1) in-house staff and 2) subcontractor staff if utilized; (Maximum of 3 Points based on quality of response)	CSG's time and attendance management plan for tracking billable hours is provided as follows: 1. IN-HOUSE STAFF CSG uses Tracktik software to track all officers clock-in and clock-out, which tracks all billable hours worked. Supervisors will be required to collect signed weekly timesheets of all our employees and CBE partners. 2. CBE SUBCONTRACTOR STAFF CSG Supervisors will be required to collect all signed weekly timesheets of our organization and CBE partners. Our CBE partners will have access to our TrackTik software as well as the services of our two dispatch locations which provide monitoring 24/7 for immediate attention to all issues on the field. Submittal BidSync Page 119 of 234		Kent Time and Attendance Management Plan We believe that fail-safe systems need to be built with redundancies and using technological support. Kent utilizes several systems to ensure that Scheduling, Time and Attendance, and Payroll are accurately captured, actively monitored and continuously provided with oversight through real-time surveillance. These systems are the most sophisticated technology available to manage operations and provide efficiencies that are passed on to our clients – ultimately saving our client's money at the end of each budget year. Submittal Word Document Page 29 of 68		ATTENDANCE RECORDS: Each one of our posts and Officers are assigned a technology device which has installed our Security Online Solutions software. The first critical task any incoming Security Officer has is to Sign-On by utilizing their unique Username and Password which immediately records their presence on site.This system is GPS based and it alerts our Dispatchers via a violation of GEOFENCE if the device and Officer ever leave the facility. Each Checkpoint is also Geo Tagged so that we know when the Officer is moving through their designated tour locations. Trackable billing hours are pulled from the shift completed by an Officer upon signing OFF at the end of their tour. Any Discrepancy such as Early Departures Or Late Arrivals are verified by Management. Submittal BidSync Page 186 of 277	Security Alliance uses the Vision system by Valiant for timekeeping purposes and Microsoft Dynamics Nav accounting software for bookkeeping and accounting. The Vision system is a security industry-specific payroll and billing system that is integrated with Security Alliance's 24-hour dispatch operation for real-time tracking of time and attendance. Security Alliance generates all schedules in the Vision system and distributes them for each post and for individual security guards. We post the schedules (where possible) at every location at least four days prior to the work week and provide an individual schedule to each officer one week in advance. Submittal BidSync Page 149 and 150 of 296	G4S/AUS will track all time and attendance via TeamTime, biometrics and HELIAUS electronic reporting. To reduce invoicing discrepancies, our billing method uses a single-entry system to produce paychecks and write invoices from the same data. A continuous workflow of automated and manual checkpoints further assures the integrity of billing information for each transaction. These checkpoints include billing and reporting parameters that are locked after entry to prevent changes; integration of our Labor Scheduling and Time & Attendance systems with our billing systems to ensure clients are billed only for hours worked; and manual verification to ensure invoices align with data from Labor Scheduling and Time & Attendance. We will closely track in-house staff and CBE/subcontractor staff to ensure that we meet or exceed the County's CBE goals. Submittal BidSync Page 96 and 97 of 184	In the execution of duties all guards will maintain daily activity reports and incident reports. Each report produced will be legible, use clear and concise language and will be provided to the Broward County Contract at the end of every shift. These reports are digital in nature and are available at any time an incident should happen or problem should arise. All reports will be compiled and submitted in a monthly recap report. This information will be used to produce vendor reporting and billing. Submittal BidSync Page 226 of 317	Method for Ensuring Time Keeping Accuracy. Should an individual miss this check-in window, or should there be a last-minute change to the schedule, the individual employee will be required to contact the Dispatch Center to request assistance with clocking-in or out. The Dispatch Center can monitor time and attendance in real time and can update the schedule as needed; assigning, removing, and adjusting start and stop times for employees. This oversight helps reduce errors and ensure the accuracy of the time and attendance system, ensuring payroll and billing accuracy. Submittal BidSync Page 43 of 144
	B Describe your processes and procedures to 1) track purchase orders, 2) deliver invoices, 3) track aging invoices and 4) track payments. (Maximum of 3 Points based on quality of response)	Processes and procedures for tracking Pos, invoices, and payments include: Track purchase orders: Each individual purchase order number for each agency will be included with the invoice and timesheets as per the client's request or requirement. Deliver invoices: We are staffed with four accounting staff members that are experienced in managing multiple sites. We use QuickBooks as our form of accounting services, which a client can receive by email or postal mail depending on their preference. Track aging invoices: CSG's Accounting department will be responsible for tracking aging invoices and statements emailed to the County. Invoices are handled on a weekly basis starting on Mondays, or bi-weekly or monthly as requested by our clients. Submittal BidSync Page 119 of 234		Not provided.		Our organization has successfully been servicing many of government entities and is familiar with the billing process required by many of our municipal contracts. 1- We currently use Quick Books, which makes it very easy to tie Purchase Orders to Invoices. 2- Our Receivables are also set up and tracked through quick books. Our In-house Finance Specialist is in charge of generating the billing for each site which are delivered via email and can be Clicked on Pay Now for ACH payment Options. 3- Aging reports are generated weekly and maintained though our Accounting Department. Payments are usually applied to the corresponding PO. If no PO was generated it will be applied to the oldest invoice. 4- Payments by check scanned and then entered into the accounting system, applying to the corresponding invoice. If no invoice was reported payments are applied to the oldest on record. Submittal BidSync Page 187 of 277	Security Alliance's verification process uses paper sign-in sheets for each location and the post log books as hard copy support for payroll and invoicing, reducing County time spent addressing payroll and invoicing errors. Security Alliance has installed a system enhancement that identifies each security officer's level (I, II, or III) and/or supervisor's status. It also formats invoice information in accordance with the County's requirements, including the Index Code for location, dates of service, and a breakdown of each officer's name, hours worked, and associated security shift(s). Submittal BidSync Page 150 of 296	Allied Universal's integrated purchase order and billing platform is a fully automated and fully integrated software package called "WinTeam". When new business is awarded, a Client Onboarding and Retention Form ("CORE") is submitted to the Billing Department. After processing the CORE, the Billing Department then assigns a job number to this service location. Once assigned, the account manager will then create a master schedule for all personnel working on this job as agreed in the contract. On a daily basis, the account manager will manage and update any changes to the weekly working schedule (i.e. sick, vacation, extra coverage). At the end of the week, the account manager reviews all schedules for accuracy. After final review, the schedules are locked and transmitted to the Billing and Payroll Departments. Billing then receives the scheduling data and produces invoices accordingly. Invoices can be mailed, emailed, or electronically sent through EDI. Submittal BidSync Page 97 of 184	To track purchase orders and invoices to Broward County for Group 2 Library Division with thirty-five (35) different locations, and Group 3 Parks and Recreation Division with fifty-two (52) different locations. The reports are clearly represented in the sections below. Reporting is an intricate part of security, and it is what we do. VSC uses the most innovative in reporting software. Trackforce Valiant serves our workforce and the customer in many ways. First it allows real time reporting of incidents and services rendered in support of our clients, and further uses GPS tracking to ensure accountability and effective management of personnel and resources during the performance of their duties. Its multifaceted abilities and capabilities allow for effective planning and organizing of the security operations. Submittal BidSync Page 226 to 229 of 317	4.3.1 Contract Support Solutions Westmoreland is acutely mindful that lasting contract-wide success can only be achieved by converging operational capabilities and technical innovation through strategic management oversight. The success of the Broward County contract requires managing a multitude of personnel across six geographically dispersed locations, as well as projects, tasks and timelines that often occur simultaneously. Table 2 depicts our contract support solutions. Scheduling/Payroll/Invoice Management Our scheduling platform is utilized for schedule, post verification, invoicing, payroll, and workflow management across the entire security service operation. Submittal BidSync Page 13 of 144
	C Describe Vendor's process to comply with CBE Goal/Reserve, Living Wage Ordinances and to deliver required reports (i.e. Monthly Utilization Reports and Living Wage Reporting Documentation). (Maximum of 1 Point based on quality of response)	To meet the CBE requirement, CSG has partnered with three CBE's and has delegated 40% of the contact. In addition, CSG will comply with all living wage ordinances. CSG has also retained a CBE consulting firm, Action Group Management, which will be providing monthly and quarterly utilization reports for services rendered as well as documentation for Living Wage Reporting. Submittal BidSync Page 119 of 234		•CBE/SBE Requirements. In accordance with the terms of your request, Kent will partner with a Broward County certified Small Business entity (as yet to be determined) providing that local business with 25% of the total contract. We understand the need to expand the presence of small business enterprises nationwide. Submittal Word Document Page 40 of 68		Regions Security Services will meet the CBE Goals by utilizing a company that was founded by an Ex-Employee of Regions Security, who went on to build his own organization, I-Watch Security-I-Watch is currently listed, registered and in good standing with Broward County as a CBE company. Company Basics: • Official legal name as it appears on Sunbiz - I Watch Services, Inc. • Sunbiz document number - P17000020439 • Date of incorporation - 03/02/2017 • Federal Tax ID number - 82-0653275 • The physical address of operations - 1100 S. State Rd 7 Suite 203 Margate, FL 33068 • Billing Address - P.O. Box 590844 Fort Lauderdale, FL 33359 • Name of all Partners or owners - Tashara Minto (partner) Submittal BidSync Page 187 to 191 of 277	Security Alliance proposes to use Haynes Security Services as CBE subcontractor under this contract. Haynes Security Services will provide 25% subcontracted security support services meeting the County's CBE goal. While we have not had the pleasure of working directly with them before, SA President Bill Murphy is familiar with Haynes Security President Edward Haynes. We have had meetings over the past month to discuss in detail operational methods and philosophies, relevant administrative challenges, and security strategies for current and new security concerns, including terrorism activities. We share common respect and perspective and have discussed some advanced tactics for both training and response planning for terrorism events. Submittal BidSync Page 150 and 151 of 296	When it comes to successfully meeting the strict regulatory requirements of your industry and state, your compliance efforts need to include the integrated involvement of everyone in your organization—including each member of your security team. Allied Universal® is There for you™. Allied Universal will meet all CBE Goal requirements. Thanks to our formal compliance program, industry-specific leadership and training, and state-of-the-art technology solutions, we ensure that your security program maintains regulatory compliance at all times and aligns with the collaborative effort of corporate support functions, compliance professionals, local leadership, and others supporting your security program. Submittal BidSync Page 97 and 98 of 184	VSC intends to perform all the required security guard work for this project with its own forces. We enlisted the services of a certified CBE subcontractant to provide administrative and small business reporting only, not security guard services. 1) The employees assigned to this project are George B. Bessley – over 28 years of experience, Nestor R. Ortiz – over 17 years of experience, Daniel Tyson – over 20 years of experience, Rafael A. C. Polanco – 6 years of experience, Donnie C. Hixon – over 20 years of experience and we currently employ 83 security guards for various projects. Submittal BidSync Page 210 of 317	Not provided.
8		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).	Centurion has been awarded another Broward County Contract, RFP# FY22-070 and is already in the process of establishing a local Broward County's Branch office location, CSG will establish and remain compliant with all County requirements, including local business licenses, registration, and taxes. Submittal BidSync Page 120 of 234		Not provided.		THIS FORM HAS BEEN COMPLETED AND SUBMITTED SUCCESSFULLY. Submittal BidSync Page 192 of 277	While Security Alliance does not have a branch office in Broward County, our subcontractor, Haynes Security Services does. A copy of their business license will be provided upon request. Submittal BidSync Page 151 of 296	Allied Universal has completed and submitted the Location Certification Form online as instructed. Submittal BidSync Page 98 of 184	Veterans Security Corps of America, Inc.'s corporate office is located at 3020 North Federal Hwy, Bldg. 7, Fort Lauderdale, FL 33306 and is both a Local Business and a Locally Based Business as each term is defined by Section 1-74, Broward County Code of Ordinances. Submittal BidSync Page 229 of 317	Our headquarters is in Sunrise, Florida. This office is located at 2500 North University Dr. Suite 4 Sunrise, FL 33322 and shall serve as the "nerve center" for all contract activities and management. The program management and contract/site supervision shall report through our operational chain-of-command to our senior leadership in Sunrise, FL. We have been located at this office since 200. Submittal BidSync Page 43 of 144

RFQ Two-Step -General Security Guard Services at Various County Facilities									
Submittal Reviews for GEN2119058R1									

Vendor Name:	F1rst Tactical Solutions LLC	Kent Security Services, Inc.	King Intelligence	Regions Security	Security Alliance, LLC	Universal Protection	Veterans Security	Centurion Security Group, LLC	Westmoreland Protection Agency
1. Legal business name:	F1rst Tactical Solutions LLC	Kent Security Services, Inc	KING INTELLIGENCE AND SECURITY SERVICES, INC.	Regions Security Services, Inc	Security Alliance , LLC	Universal Protection Service, LLC	Veterans Security Corps of America INC	Centurion Security Group, LLC	Westmoreland Protection Agency
2. Doing Business As/ Fictitious Name (if applicable):	F1rst Tactical SECURITY	n/a		Regions Security		Allied Universal Security Services			
3. Federal Employer I.D. no. (FEIN):	833349940	59-2234701	261856662	27-2169908	10719881	56-051547	01-0950649	27-2991319	650985307
4. Dun and Bradstreet No.:		10-197-2362		67203930	17-894-2440	17-894-4224	962740572	02-407-7811	135516529
5. Website address (if applicable):		www.kentservices.com	www.kingintellsec.com	www.regionssecurity.us	www.securityalliancegroup.com	www.aus.com	www.vscguards.com	www.centurionsecuritygroup.com	www.wpafia.com
6. Principal place of business address:	4699 N STATE ROAD 7 W	14600 Biscayne Blvd North Miami Beach, FL 33181	2880 WEST OAKLAND PARK BOULEVARD, 216 Oakland Park, FL 33311	1100 NW 72nd Ave. Miami, FL 33126	8323 NW 12th St. Suite 218 Doral, FL 33126	Corporate Headquarters East Eight Tower Bridge, 161 Washington St Suite 600 Conshohocken, PA 19428	3020 North Federal Hwy Bldg. 7-2A Fort Lauderdale, FL 33306	13000 SW 120th Street Miami, Florida 33186	2500 N. University Dr. Suite 4 Sunrise, FL 33322
7. Office location responsible for this project:		14600 Biscayne Blvd North Miami Beach, FL 33181	2880 WEST OAKLAND PARK BOULEVARD, 216 Oakland Park, FL 33311		8323 NW 12th St. Suite 218 Doral, FL 33126	6301 NW 5th Way Suite 5500 Fort Lauderdale, FL 33309	3020 North Federal Hwy Bldg. 7-2A Fort Lauderdale, FL 33306	13000 SW 120th Street Miami, Florida 33186	
8. Telephone no. x no. Fax	Telephone: 954-658-3284	Telephone no.: 305-919-9400 Fax no.: 305-919-9590	Telephone: 954-624-2040 Fax: 954-653-9160	Telephone: 305-517-1266 Fax: 305-517-1267	Telephone no: 305-670-6544 Fax no: 305-670-6545	954-739-8488	954-731-5161	Telephone no: 800-800-9151 Fax no.: 866-247-7637	Telephone no.: 9545470596 Fax no.: 954-318-0544
9. Type of business (check appropriate box): ☐ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify	9. Type of business (check appropriate box): ☐ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☒ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify	9. Type of business (check appropriate box): ☒ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify	9. Type of business (check appropriate box): ☒ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify	9. Type of business (check appropriate box): ☒ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify	9. Type of business (check appropriate box): ☐ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☒ General Partnership (State and County Filed In) ☐ Other - Specify	9. Type of business (check appropriate box): ☒ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☒ General Partnership (State and County Filed In) ☐ Other - Specify	9. Type of business (check appropriate box): ☒ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify	9. Type of business (check appropriate box): ☒ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify	9. Type of business (check appropriate box): ☒ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify
9. State of Incorporation			Florida	Florida		Delaware	Florida	Florida	Florida
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name):	F1rst Tactical Solutions LLC	G08446	P08000017878	P10000004124	L02000014775	M12000000566	P09000096833	L10000069439	P09000033047
11. List name and title of each principal, owner, officer, and major shareholder:	a) Damion Powell, Owner	a) Alexander, Shlomo Alexander,Orly Neuman, Gil b)	a) Kaola King President	Carlos Rivero, Jr.	a) William Murphy -p resident/Owner b) SAIG, LLC - Owner c) Francis Vasquez - VP of Finance	a) Steven S. Jones, President and Global CEO b) Tim Brandt, Executive Vice President, Treasurer and Global CFO c) David I. Buckman, Executive Vice President, Secretary and Global General Counsel	a) George B Beasley, President	a) Marie A. Heflin-EL b) Edward A. Heflin-EL Jr	a) Paul Spence-President b) Pam Johnson- Vice President
12. Authorized Contact(S) For Your Firm: Your Firm: Name: Title: E-mail: Telephone No.: Name: Title: E-mail: Telephone No.:	Name: Damion Powell Title: Owner E-mail: nsallcflorida@gmail.com Telephone No.: 954-658-3284	Name: Rosemary Cucurillo Title: Consultant E-mail: rosemayfucurillo@gmail.com Telephone No.: 305-919-9400 Name: Gil Neuman Title: CEO E-mail: gneuman@kentservices.com Telephone No.: 305-919-9400	Name: Kaola King Title: President E-mail: kaola@kingintellsec.com Telephone No.: 954-624-2040	Name: David J Rodriguez-Baez Title: Area Manager E-mail: drodriguez@regionssecurity.us Telephone No.: 305-801-2340 Name: Carlos Rivero Jr Title: President and CEO E-mail: crivero@regionssecurity.us Telephone No.: 305-517-1266	Name: William A. Murphy Title: President E-mail: billm@securityalliancegroup.com Telephone No.: 305-670-6544 Name: Greg Murphy Title: Comptroller E-mail: gregm@securityalliancegroup.com Telephone No.: 305-670-6544	Name: Andrew Daniels Title: Vice President Business Development SE Region E-mail: andrew.daniels@aus.com Telephone No.: 954.415.1367 Name: Taylor McDonald Title: Director Government Services, Southeast Region E-mail: taylor.mcdonald@aus.com Telephone No.: 954.415.7419	Name: George B Beasley Title: President E-mail: info@VSCGuards.com Telephone No.: 954-731-5161	Name: Edward A. Heflin Title: President E-mail: eheflin@centurionsecuritygroup.com Telephone No.: 305-975-5585 Name: Marie A. Heflin-EL Title: Chief Operating Officer E-mail: mortega@centurionsecuritygroup.com Telephone No.: 305-303-3525	Name: Paul Spence Title: President E-mail: pspence@wpafia.com Telephone No.: 954318-0532 Name: Pam Johnson Title: Vice President E-mail: pjohnson@wpafia.com Telephone No.: 954-318-0532
13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. ☐ Yes ☐ No	13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. ☐ Yes ☒ No	13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. ☐ Yes ☒ No	13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. ☐ Yes ☒ No	13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. ☐ Yes ☒ No	13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. ☐ Yes ☒ No	13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify			

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