



SOLICITATION 12054-585

CITY AMBASSADOR PROGRAM



Submitted by:
SOS Security LLC

Corporate Headquarters:
1915 Route 46 East, Parsippany, New Jersey 07054
973-402-6600 * www.sossecurity.com

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EXHIBIT 11
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SOSSecurity LLC®

November 30, 2017

Sent Via Overnight Mail

Ms. AnnDebra Diaz
Procurement Specialist II
City of Fort Lauderdale Procurement Services Division
100 N. Andrews Avenue, #619
Fort Lauderdale, FL 33301

Re: Solicitation 12054-585; City Ambassador Program

Dear Ms. Diaz:

SOS Security ("SOS") is pleased to submit this proposal in connection with providing safety and hospitality security services for the City of Fort Lauderdale's ("City of Ft. Lauderdale") Business Improvement District, Northwest Progresso Flagler Height Community Redevelopment Agency and the Downtown Development Authority areas. SOS has carefully reviewed City of Ft. Lauderdale's solicitation and is committed to ensuring the safety of all residents, visitors and property by providing highly qualified and trained security personnel to secure and protect each district.

SOS possesses the qualifications, experience, management, financial resources and philosophy vital in meeting our client's need for premium contract security and hospitality services. SOS's emphasis on hands-on supervision is one key factor that distinguishes us from other security companies. SOS's leadership team is actively engaged in the day-to-day operations of the company providing guidance and leadership in support of our client's requirements. SOS will work with the City of Ft. Lauderdale to not only establish a viable security program but also assist in meeting its financial and operational objectives for our mutual benefit.

Our personnel are customer-oriented, who will create a friendly, safe and welcoming environment for City of Ft. Lauderdale's residents and visitors. They are provided specialized customer service and security awareness training in conducting hospitality services. We regularly keep our security personnel abreast of the ever-changing conditions that may arise, which help them deal with the many incidents they may encounter in order to consistently perform at the highest levels. Our management and supervisory teams bring together outstanding security experience in the design, planning and implementation of security guard and emergency response coverage

The information contained within will allow you the opportunity to evaluate the security program that SOS is qualified to provide. At SOS, we have a long history of delivering solution - based security, where operational excellence is paramount while at the same time cost effective. We would be excited to partner with City of Ft. Lauderdale in delivering creative, flexible and collaborative security and hospitality service solutions based on your specific security needs.

**OUR CONCERN IS
YOUR SECURITY**

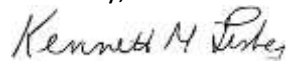
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For over 48 years, SOS has committed to our customers that no values would be compromised, no shortcuts would be taken, and all of our business dealings would be conducted with the highest standards of integrity and professionalism. We have not wavered from this commitment which has strengthened our belief that mutual success can only be gained through continuous communication and self-improvement.

All the resources of SOS stand behind this proposal and I consider myself personally responsible for our commitment to you. Please contact me at 973-402-6600 or kfisher@sossecurity.com with any questions or concerns regarding our proposal.

Thank you for your consideration. We look forward to the opportunity to act as your security partner.

Sincerely,



Kenneth M. Fisher
President

EXECUTIVE SUMMARY



SOS understands that City of Ft. Lauderdale requires a safe, high quality and client service oriented security program with highly skilled professional personnel that deliver effective protection, client service and a safe and welcoming environment to residents and visitors.

Our security personnel are provided specialized customer service and security awareness training in servicing public entities, who look to create a secure and friendly environment. We focus our training efforts on meeting customer expectations with a “can do” attitude that is courteous and helpful. SOS is extremely capable of providing a comprehensive, turn-key security services program that is designed specifically to enhance your security program - ***one that will ensure a professional on-site staff and a highly responsive management team.***

We are large enough to provide all the necessary resources; financial strength, management, talent and the ability to leverage our extensive corporate footprint; yet the right size to apply direct focus on City of Ft. Lauderdale at a high level and provide customized solutions, not just manpower. Guided by strong corporate values, our approach provides security programs that perfectly match our clients’ unique site needs.

- We understand that client needs evolve rapidly in today’s diverse markets. Our management focuses on proactively anticipating change, instead of reacting to it.
- We use up-to-date technology to improve quality and reduce costs.
- We consider ourselves to be our clients’ business partners, here to help them accomplish their business objectives as defined by our “Pursuit of Excellence” and “Team Partnership Advantage” comprehensive benchmarking programs.

• SOS SECURITY COMPANY BACKGROUND

SOS, the 5th largest security company in the United States, is a leading privately-held security service provider, founded and headquartered in Parsippany, New Jersey in 1969. SOS’s steady, controlled-growth over the past 48 years is a natural result of our pursuit of innovation and commitment to providing high quality customer service-focused services.



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SOS’s core business is providing end-to-end security solutions from a host of protection solutions, from manned guarding, emergency response to risk management, fire safety, as well as, security management, consulting and investigations services to quality-focused clients on a global basis. With over 8,500 security professionals domestically, working out of 44 strategically located regional and branch offices from coast to coast, SOS has the experience and resources necessary to ensure the safety of the City of Ft. Lauderdale’s people and property. Even though we have a global and national reach, our focus is still cultivating personal client relationships at the local level. Our primary business is to provide our clients with an integrated approach to security, delivering a range of services and a proven level of reliability to meet their diverse and specific needs through a highly qualified and well-trained security and hospitality force, required by a variety of government and non-government clients.

Disclosure: SOS does not have a record of judgments, pending lawsuits against the City or criminal activities involving moral turpitude and does not have any conflicts of interest that have not been waived by the City Commission.

Disclosure: Neither SOS, nor any principal, officer, or stockholder are in arrears or in default of any debt or contract involving the City, (as a party to a contract, or otherwise); nor have failed to perform faithfully on any previous contract with the City.

- **LOCAL ACCOUNT MANAGEMENT SUPPORT**

The account management teams will be **available 24 hours, 7 days a week** to respond to all matters pertaining to the performance of services. They shall be supported by the Site Supervisors, SOS Field Supervisor(s), SOS Executive Leadership Team and our regional branch management and administrative staff who will assist in overseeing the day-to-day responsibilities of field operations.

As it relates to City of Ft. Lauderdale’s locations, the following SOS executive leadership and local Ft. Lauderdale branch personnel will interface and support each other to serve the security services program:

Local SOS Support Offices	
Ft. Lauderdale Support Office	6360 NW 5th Way Fort Lauderdale, FL 33309 P: 561-939-1300 <i>(with 3 additional support offices in Florida)</i>
Corporate Headquarters	1915 U.S. 46 East Parsippany, NJ 07054 P: 973-402-6600
24-Hour Global Security Operations Center	24-Hour: (800) SECURE-0

Executive Leadership		
Chairman & Chief Executive Officer	Edward B. Silverman, CPP	
President	Kenneth M. Fisher	
General Counsel	Barry A. Frank, Esq.	
Executive Vice President-Chief Security Officer	Marc Bognar, CPP	
Executive Vice President-Government Liaison	Scott Alswang	
Chief Learning Officer-Training	Chris Walsh	
Vice President-Human Resources	Leslie Watkins	
Local Management Support Team		
Rudy Diaz	Senior Vice President-Regional Director	561-939-1300 rdiaz@sossecurity.com
Rob Morison	Regional Vice President	561-939-1300 rmorison@sossecurity.com
Frankie Hammond	<i>Appoint Project Manager</i>	561-939-1300 fhammond@sossecurity.com
Rich Schemel	Recruiting Manager	561-939-1300 rschemel@sossecurity.com
Irv Figueroa	Operations Manager	561-939-1300 ifigueroa@sossecurity.com
Ira Cobern	Operations Manager	561-939-1300 icobern@sossecurity.com
Ana McTiernan	Payroll & Billing Manager	561-939-1300 amctiernan@sossecurity.com
MJ Manno	Vice President-Business Development	561-939-1300 mmanno@sossecurity.com

- METHOD OF OPERATION**

Our management team will rapidly respond to and meet all security requirements. Meeting day-to-day operational requirements begins with assigning posts and providing a detailed duty roster, which is acknowledged by each Site and/or Shift Supervisor. We validate daily staffing needs through fitness for duty determinations at shift commencement and supervisory post checks throughout the shift period.

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Furthermore, we are organized to react to recall situations and to provide short and long-term contingency operations support, if needed.

Given the scope of work, SOS will appoint a Project Manager, who will have overall responsibility and authority to make decisions regarding contract requirements. He will sustain staffing levels with qualified personnel, as well as continuously assess staffing requirements, validating adequacy of staffing to meet contract needs.

In addition to their operational responsibilities, they will ensure that all of the administrative/operational terms of the contract are followed, as well as the payroll and billing is accurate and timely.

SOS, in conjunction with City of Ft. Lauderdale's representatives, will manage, operate and integrate all security services identified in this solicitation. Our Team will support City of Ft. Lauderdale's security requirements with a professional, friendly and customer-service oriented personnel capable of working interchangeably within and between all City of Ft. Lauderdale district locations, providing a full range of services associated with this contract. The ambassador security services program shall include:

- Planning and overseeing the physical security of City of Ft. Lauderdale residents, visitors and property;
- Maintaining a visible presence in the public areas, streets and sidewalks;
- Serve as a complimentary resource to the Police Department by communicating issues directly to patrol staff, preferably before the public has to call 911;
- Report maintenance issues using City mobile application Lauderserv, issues such as garbage overflow, graffiti, and broken sidewalks etc;
- Establish relationship with all stakeholders, including business owners and staff, property managers, and the homeless to address immediate needs;
- Provide recommendations on things to do, including handing out brochures for shopping, restaurants and special events;
- Provide directional information to the public;
- Answer questions about the area;
- Provide a staffed centralized local dispatch line during shift hours.
- Responding to crises and emergencies involving City of Ft. Lauderdale personnel or property;
- Managing the contract security personnel;
- Investigating all unusual activity;
- Provide briefing to City of Ft. Lauderdale mission teams;
- Evaluating physical security arrangements;

Summary: The SOS Team provides an efficient and effective approach to meeting City of Ft. Lauderdale's security services requirements. We are not strangers to the needs of City of Ft. Lauderdale; SOS is currently providing security services for the Department of State at the U.S. Embassy/Consulates in Brazil and Jamaica, which demonstrates our knowledge and capabilities to provide security services for the City. We are prepared to begin this contract with a well-organized, fully-trained and equipped personnel to meet day-to-day security needs, as well as being prepared to provide contingency support when called for.

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EXPERIENCE AND QUALIFICATIONS



- LOCAL SERVICING BRANCH COMPANY INFORMATION**

SOS is a registered legal entity in the State of Florida, maintaining a fully-staffed operational base in Ft. Lauderdale, Florida, as well as three additional support offices in Tampa, Maitland and Jacksonville, making SOS well positioned to support the City’s security needs.

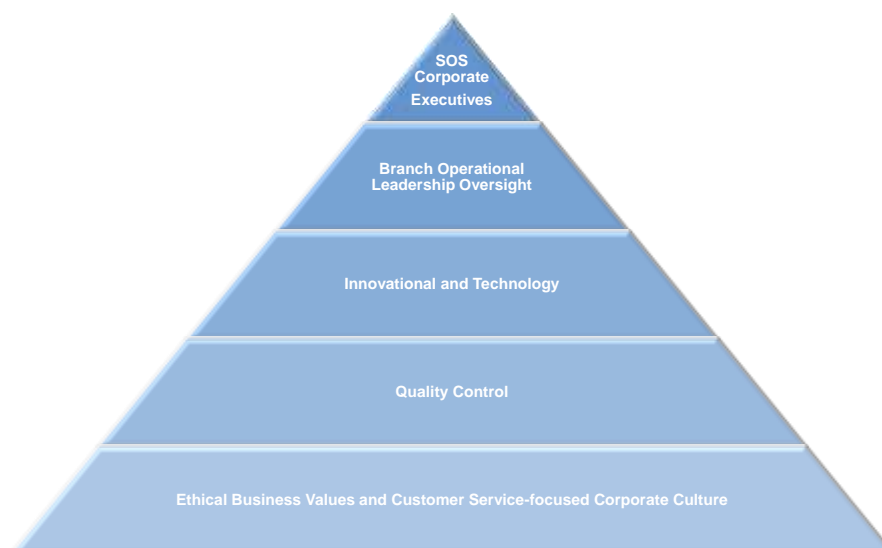
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SOS Security Website	www.sossecurty.com	
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Vice President-Human Resources	Leslie Watkins	
Local Management Support Team		
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Rob Morison	Regional Vice President	561-939-1300 rmorison@sossecurty.com

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Ira Cobern	Operations Manager	561-939-1300 icobern@sossecurity.com
Ana McTiernan	Payroll & Billing Manager	561-939-1300 amctiernan@sossecurity.com
MJ Manno	Vice President-Business Development	561-939-1300 mmanno@sossecurity.com

- KEY MANAGEMENT PERSONNEL**

SOS's mission is to continuously provide our customers with safe and high quality security services that deliver the best strategic value to their operations. Our multi-tiered management approach ensures timely, compliant, responsive, and uninterrupted services. The SOS Team possesses the experience, expertise and flexibility in providing



physical security services which demonstrates to the City of Ft. Lauderdale that we are the **cost effective, low risk solution** for providing professional security personnel at the City of Ft. Lauderdale's district locations. SOS's management team has created and constantly refines an approach that evolves to meet the needs of its clients. Our management works closely with our clients to **create customized security programs** that focus on advance planning and preparation for all contingencies.

The following is a brief description of SOS's executive/senior management personnel, whom will be accountable for the overall quality of service and compliance with specifications and contractual terms and conditions:

SOS CORPORATE EXECUTIVE MANAGEMENT

Edward B. Silverman, CPP Chairman-Chief Executive Officer (Tel: 973-270-2321)

Mr. Silverman is the Chairman and Chief Executive Officer of SOS Security LLC, where he oversees the company's strategic vision and growth through unique service offerings and strong client partnerships. CEO since 1972, he has led the company's transformation from a startup into a leading global security services provider, and fifth largest provider of security personnel in the United States.

He attended the University of Maryland, John Jay College of Criminal Justice and received his Polygraph Examiner certification from the Backster School of Lie Detection in 1973. He is a licensed Private Investigator, a Certified Institutional Protection Manager (CIPM), and has been a CPP, Certified Protection Professional, since 1986.

A member of ASIS International since 1972, Mr. Silverman is an active voice in the security industry. He serves on the International Security Foundation (ISF) Steering Committee, and is a member of the Overseas Security Advisory Committee (OSAC), which is established under the authority of the U.S. Department of State. He is also a member of the International Security Management Association (ISMA), the World President's Organization (WPO) and the National Council of Investigation and Security Services (NCISS).

Previously, Mr. Silverman served as Chapter Chairman of New Jersey's Young President Organization (YPO). He is an honorary member of the Association of Former Agents of the Secret Service, an honor bestowed on him for his continued service, commitment and advocacy.

Kenneth M. Fisher, President (Tel: 973-270-2308)

Mr. Fisher has over 35 years of financial, operations and general management experience working with public and private companies in a variety of industries. Mr. Fisher was a Senior Manager with a major national accounting firm and earned a BA Degree from The University of Maryland and an MBE from The University of California. Mr. Fisher is a Certified Public Accountant and a member of the American Institute of Certified Public Accountants and California's Society of CPA's.

Barry A. Frank, Executive Vice President-General Counsel (Tel: 973-270-2319)

Mr. Frank has been the Vice-Chairman and General Counsel of SOS for the past 35 years. Prior to SOS, Mr. Frank was an associate and partner, respectively in two mid-town Manhattan, New York law firms. Mr. Frank graduated from the University of Connecticut with a BA Degree and earned a JD Degree from Loyola University School of Law. He is a member of the New York and New Jersey Bar, a licensed Private Investigator, Member of American Society of Industrial Security (ASIS) and Former PBA Attorney.

Marc Bognar, CPP, Chief Security Officer (Tel: 973-270-2350)

Mr. Bognar has over 35 years of security management experience and has been instrumental in consulting, designing and implementing security solutions to Fortune 1000 companies both domestically and internationally. Marc is a past Regional Vice President for ASIS International, leading four Chapters which comprise of over 1,500 security professionals in NJ and Eastern PA.

Mr. Bognar has also served as Chair of the ASIS International RVP Strategic Planning Committee and is a member of ASIS International and the Society for Human Resource Management (SHRM). He serves on the Flame of Charity Committee, a philanthropic organization dedicated to the fundraising and support of Catholic Charities.

Mr. Bognar is Board Certified in Security Management and is tri-lingual. Marc obtained a Bachelor's of Science in Business Administration from Thomas Edison State College in New Jersey, and an MBA specializing in Global Business Management from APU, West Virginia. He is also a graduate of the FBI Citizens Academy.

Christopher Walsh, Chief Learning Officer-Special Services & Training (Tel: 973-270-2329)

After 25 years of Law Enforcement experience, Mr. Walsh retired as a Patrol Division Commander Lieutenant. With over 10 years Private Sector experience, he currently holds Security Officer Instructor Certification in New York, New Jersey, Connecticut and Delaware and is the Security Training School Director for both New York and New Jersey. Mr. Walsh received his M.Ed from Seton Hall University, his B.S from Rutgers University and his A.S from Morris County College. He was the lead instructor for the NJSACOP West Point Leadership and Command Program and was a participant in the US Army War College National Security Seminar. As the Chief Learning Officer of Training for SOS, he has developed specialized education and training programs which include consular/dignitary protection, active shooter, workplace violence, cultural diversity, executive/close protection, crisis management, emergency response and theft protection. Mr. Walsh has conducted and supervised protection details for dignitaries, celebrities, and prominent individuals in and out of the United States, as well provided personal executive protection for Fortune 500 executives traveling abroad.

Leslie A. Watkins, SPHR, Vice President-Human Resources (Tel: 973-270-2366)

Ms. Watkins has worked as a professional in human resources for over 20 years. Leslie has held leadership positions, both domestic and globally in a variety of industries including high technology, national and international retailers, telecommunications and pharmaceutical. She has worked for small, medium and large companies in the areas of strategic planning, training and development, risk mitigation, talent acquisition, coaching and performance improvement. Over the span of her career, Leslie has proven ability in developing rapport easily with clients and staff at all levels of the organization and creating an environment conducive for learning, change and progressive success. Leslie received her B.A. from Iona College with honors and is a Certified Senior Professional in Human Resources (SPHR). She is also a member of the Society for Human Resource Management (SHRM). Leslie has always believed in serving others and volunteers extensively in her community. She is involved in Boys & Girls Clubs of America and provides group workshops and educational and career transitions workshops to various nonprofit organizations. She brings the same service mindset to everyone who enters the doors of SOS Security LLC.

LOCAL BRANCH MANAGEMENT TEAM

Rudolfo "Rudy" Diaz, Senior Vice President/Regional Director, Florida and Latin America (Tel: 561-939-1300)

Prior to joining SOS Security, Mr. Diaz served as Head of Global Security for Global Foundries, a major semi-conductor enterprise operating across three continents. During his 25-year career he also held executive positions with Hewlett-Packard and Pinkerton Consulting and Investigations.

Diaz served in the United States Marine Corp. He holds a B.A. in Criminology from Marquette University and is a member of the ASIS, Overseas Security Advisory Council, Domestic Security Alliance Council, Northern California Regional Intelligence Center, and the Counter Terrorism Forum sponsored by NYPD.

Level of Involvement: Provide quality oversight and strategic guidance to ensure we meet client expectations. Interface regularly with Rob Morison and Frankie Hammond (Project Manager) to provide as needed additional support.

Robert Morison, Regional Vice President-Florida (Tel: 561-939-1300)

B.A. Political Science from University of Connecticut; A.S. Criminal Justice; Fifteen (15) years Private Security Management experience; currently serves as Regional Vice President, responsible for overall management and security operations of client sites throughout Florida.

Level of Involvement: Assist the appointed Project Manager in providing operational and quality oversight to ensure sufficient resources. Second level of contact with regard to the services. Ensure uniform communications, dissemination of updates and procedural changes.

FRANKIE HAMMOND

3011 S.W. 37th Terr
Hollywood, FL 33023
frankie.hammond@yahoo.com
954.986.0505 - Home
954.275.4847 - Cell

OBJECTIVE

To obtain a position where I can use my Management Skills & Experience to Benefit the company.

EXPERIENCE

2014-Present SOS Security, LLC. Parsippany, NJ
Director of Operation

- Responsible for Scheduling, Disciplinary action, Promotions, & Hiring and Firing of security officer.
- Creating & Implementing company policy.
- Meet with site clients.

2010-2014 Marill Security Services Boca Raton, FL
Director of Operation

- Responsible for Scheduling, Disciplinary action, Promotions, & Hiring and Firing of security officer.
- Meet with site clients.

2000-2010 Statewide Enterprises Dania Beach, FL
Operation Manager

- Responsible for Scheduling, Disciplinary action, Promotions, & Hiring and Firing of security officer.
- Processing time card & pay roll.
- Creating & Implementing company policy.
- Meet with site clients.

EDUCATION

1982 - 1986 Glades Center High Belle Glade, FL

- High School Diploma

1987 - 1987 Amercia Indoor Security Training Class, Pembroke Park, FL

- Class D State License

1991 - 1991 American Indoor Firearm Training Class, Pembroke Park, FL

- Class G Firearm State License

QUALIFICATIONS

2004 - Obtain a (C) Private Investigator License, State of Florida

2002 - Obtain a (M) Security/Investigator Manager License, State of Florida

1991 - Obtain a (G) State of Florida Firearm License, State of Florida

1987 - Obtain a (D) Security Officer License, State of Florida

On the Job Experience with CCTV & DVR, Surveillance Cameras, Electronic Check Point Station, SSP & Guard Xpress Schedule Program, InTime Schedule Program, Valiant Schedule Program

Also worked as a part time home renovation helper with project like pumping, electoral, sheetrock repair.

Frankie Hammond, Operations Manager; City of Ft. Lauderdale proposed Project Manager (Tel: 561-939-1300)

Level of Involvement: Responsible to oversee the overall operations and customer relationship. Responsible for contract compliance and quality of service. First level of contact with regard to the services. Ensure uniform communications, dissemination of updates and procedural changes.

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● **EXPERIENCE AND PAST PERFORMANCE**

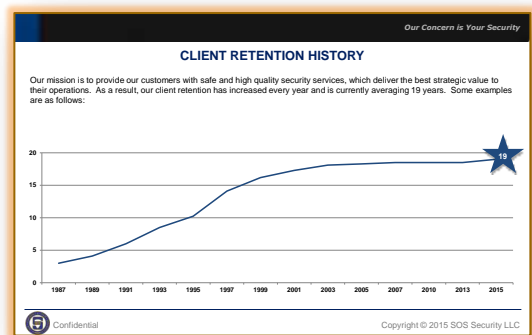
SOS has a wealth of experience in managing complex contracts in our almost 50 years of service, including currently providing security services for the U.S. Department of State at the U.S. Embassies and Consulates in Brazil and Jamaica.

SOS has reviewed City of Ft. Lauderdale’s scope of work and understands the objective to consistently provide, manage and maintain high performance professional security services which meets the uniqueness of your district locations. SOS provides comprehensive security services which require a special balance of comprehensive security policies and procedures as required by City of Ft. Lauderdale, emergency plans, and a **friendly, customer-centric, professionally trained staff**. We will pay particular attention to the security planning, threat assessment, and emergency planning in forming an effective security program for all of our clients.

SOS is proud to provide robust, effective, and personally tailored protection and uniformed security services to hundreds of clients spanning every major industry. Notable clients we service in Florida include:

- American Express
- Verizon Communications
- First Data Corporation
- Bank of New York
- Prudential Financial Services
- Homeowner Associations: Ternbridge, Maplewood Isles, The Landings, Tall Pines
- High-end retailers: Louis Vuitton, Gucci, Christian Dior, David Yurman, Coach, Fendi, and Valentino.

By applying lessons learned through our past performance experiences, we have refined our project management methodology to allow us to be **flexible in responding to changing customer requirements**, while ensuring the quality of the services that we provide are consistently at a high level. The consistent high-quality of our services has allowed us to establish solid long-term relationships with clients whom are chiefly interested in a high-level of predictability in the excellence of service provided. Our clients expect the best and for almost 50 years, we have delivered! **Our average customer retention is nearly 19 years** and in some cases, as many as 25 years. This speaks volumes to our ability to meet and exceed client needs as a trusted security partner.



SOS offers City of Ft. Lauderdale relevant past performance similar in scope, magnitude and complexity to the services required at the district locations. The following table summarizes how our past performance references are relevant to this contract and demonstrates that our experience encompasses all required areas of performance.

Contract Reference Number:		#1	#2	#3	#4
	City of Ft. Lauderdale	DOS U.S. Mission Brazil	New York Stock Exchange (NYSE)	American Express (AMEX)	Bank of New York (BNY)
Guard Force Size	9	600	150	220	185
Geographically Diverse Guard Posts	14	204	74	80	88
Transition (<i>Number of Days</i>)	30	90	30	60	90
Services:					
Customer Service	✓	✓	✓	✓	✓
Roving Foot Patrol	✓	✓	✓	✓	✓
Perimeter Patrol	✓	✓	✓	✓	✓
Mobile Patrol	✓	✓	✓	✓	✓
Bicycle Patrol	✓			✓	✓
Alarm Response	✓	✓	✓	✓	✓
Inspection Tours	✓	✓	✓	✓	✓
Security Operations Center	✓	✓	✓	✓	✓
Suspicious Activity Reporting	✓	✓	✓	✓	✓
Operational Logs and Records	✓	✓	✓	✓	✓
Weekly Status Reporting	✓	✓	✓	✓	✓
Monitoring, Logs and Maintenance	✓	✓	✓	✓	✓
Surveillance Detection Reporting	✓	✓	✓	✓	✓
Quarterly Presentations	✓	✓	✓	✓	✓
Individual Qualification Checklists	✓	✓	✓	✓	✓
Liaison with Law Enforcement	✓	✓	✓	✓	✓

- SUSTAINABLE BUSINESS PRACTICES**

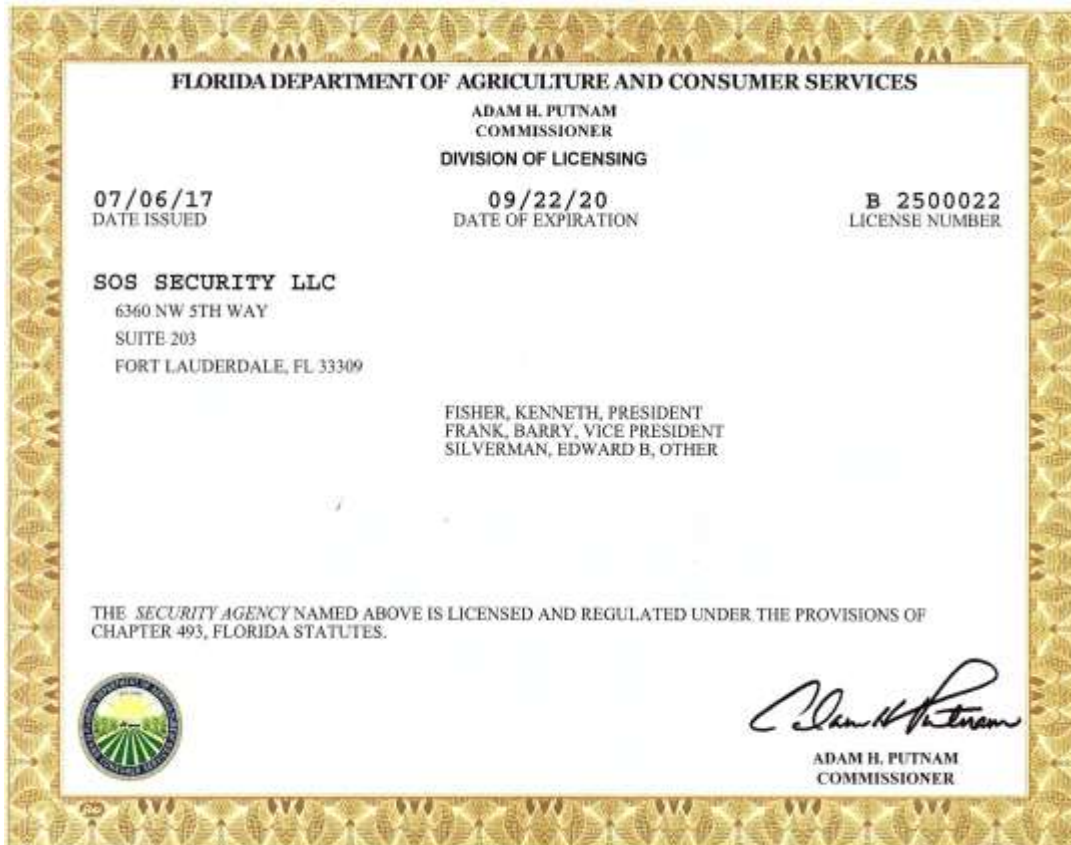
SOS is an ecologically minded business enterprise that practices energy conservation and strongly supports the initiatives being adopted by many of our clients to increase efficiency and create a more sustainable environment at their facilities. We are always working to improve our environmental awareness at SOS and strive to maintain subcontractors who possess similar processes.

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Our main environmental impact is in the use of patrol vehicles and paper products. In this regard, our fleet of vehicles has migrated to eco-friendly and/or hybrid technology. We have implemented GPS technology in all vehicles which provides “best route” tools to minimize unnecessary fuel consumption. In addition, where feasible, we also conduct bike patrols in order to reduce vehicle purchases and fuel consumption. SOS conducts a number of waste minimization efforts, including an established recycling program, wherein all employees are directed to recycle materials, accordingly and where possible, utilize post-consumer recycled products (i.e, paper, toner, etc.). Our onboarding process is a paperless process, including web-based application and employee records system. We advocate to our clients receiving invoices via EDI and direct deposit of pay for employees. We utilize mobile paperless reporting and Vantage call-in system for paperless time cards. We also purchase uniforms that are permanent press and do not require dry cleaning in an effort to reduce solvent atmospheric emissions. With respect to our client’s facilities, we, in combination with facilities management, ensure that necessary lighting or HVAC systems are turned off to ensure proper energy consumption management.

Since each client site differs, SOS’s policy is to adapt to our client’s safety and sustainability policies and procedures specific to each site location and incorporate same into the training program. Our standard training program will be matched against those needs of each client and tailored to the safety environment of each site location.

- **FORT LAUDERDALE SECURITY LICENSE**



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YOUR SECURITY

APPROACH TO SCOPE OF WORK



SOS's mission is to provide our client's with safe and high quality security and hospitality services, which deliver the best strategic value to their operations. In doing so, the SOS Team will employ the SOS management approach, which has matured over the past 48 years and ensures timely, compliant, responsive and uninterrupted security services. Our approach is supported by our corporate commitment and the best practices learned from our relevant past performance. This management approach, coupled with our experience with directly relevant contracts, demonstrates our capability to provide value to City of Ft. Lauderdale through highly effective and efficient work planning, execution and quality control. **SOS's ability and willingness to respond to our client's requirements in the areas of service, market responsiveness, cost and continual improvements are our primary objective.** Additionally, our mission provides our clients with the following:

- **Professional management team** that will manage and coordinate with the designated representative of City of Ft. Lauderdale on all aspects of the security program;
- **Highly trained security officers and supervisors** that take pride in delivering quality security services in each and every area;
- **Provide technology and communication equipment** as a part of the overall security offering;
- **Ensure the highest level of supervision** and provide the necessary insurance;
- **Strong corporate values** that result in fairness and equity in the way we conduct business and manage our staff.

At SOS you can be assured of operational success through our strict adherence to the formality of our operating plan. Our security program starts with a proactive management team that understands City of Ft. Lauderdale's security needs and designs solutions based on the most up-to-date technology and business practices. Formal procedures are developed and followed for each aspect of the security program and provide direct accountability for contract compliance.

SOS Project Management

- ▶ Empower the Project Manager to achieve project success.
- ▶ Partner with the Client to establish mutual respect and trust.
- ▶ Offer innovative solutions to enhance productivity and operational efficiency.
- ▶ Comprehensive Measurement System ensuring Quality Control
- ▶ Tailored Training Program to meet Client's ongoing requirements
- ▶ Proactive approach to supervision oversight
- ▶ Address Client's concerns through open and timely communication
- ▶ Identify and mitigate potential risks.
- ▶ Commit corporate resources to ensure Client's security mission success.

● ROLES AND RESPONSIBILITIES OF SOS

SOS will be responsible for the management and oversight of security operations and will provide the City of Ft. Lauderdale with the knowledge, experience, supervision, manpower, pre-employment screening, training, equipment, supplies, licenses, permits, insurance and resources required to *accomplish on a turn-key basis* all aspects of the services required within the scope of work.

The concept of the SOS management plan is to provide a fully integrated security and hospitality force at each of City of Ft. Lauderdale's district locations. To achieve this goal SOS will provide management, administrative and supervisory personnel whom will be responsible for meeting all operational, administrative and logistical requirements under the contract. SOS's Executive/Senior Management Team will pay close attention to quality assurance and performance of the integrated security personnel for operations and administrative/logistical support, as well as provide assistance in contract administration and technical assurances.

The specific functions and tasks of SOS's management approach under this contract will be to:

- Appoint Project Manager as single point of contact for the contract.
- Oversee and provide technical assistance and management support to ensure a smooth transition of the incumbent personnel to SOS.
- Work closely with the City of Ft. Lauderdale's designated representatives, as well as SOS Key Personnel in instituting a viable security program and continuously evaluating physical security arrangements.
- Monitor and oversee performance of the contract, including compliance with training, licensing, permits, certifications, quality control and supervision.
- To ensure contract compliance, an audit of the contract performance will be conducted during the first six (6) months and annually thereafter.
- SOS's management team will regularly visit City of Ft. Lauderdale's locations during the transition of services. The Project Manager and local operations management will also maintain regular contact with the City and assigned security personnel to carry out the outlined transition duties.
- Oversight of day-to-day management of personnel.
- Provide all personnel and equipment necessary to perform the services required under the contract, including uniforms, training, administrative offices, etc.
- Incorporate relevant contract requirements into the **SOS 24-Hour Global Security Operations Center**.
- Supervision and support related to reporting requirements.
- Procure and maintain insurance coverage according to contract requirements.
- Working closely with national and local law enforcement on UBS related security matters.

● PROJECT MANAGER SUPERVISION

SOS shall appoint Frankie Hammond, Operations Manager as the City's Project Manager to oversee the day-to-day responsibilities of the security/hospitality personnel at all district locations and will remain actively involved in all aspects of service delivery to ensure a high quality of service and in compliance with contract requirements. Frankie will act as the point of contact with City of Ft. Lauderdale's designated representatives and shall be **available 24-hours, 7 days a week** to respond to all matters pertaining to the security personnel and the performance of the services under this RFP. Through frequent formal and informal communications, our PM will address any of the City of Ft. Lauderdale's concerns and support requirements.

The Project Manager's responsibility will be to manage the account, oversee the responsibilities of field operations, including but not limited to:

- General post requirements, including scheduling and manpower;
- Ensure timely and successful completion of required training;
- Ensure all security personnel fulfill their inspection and quality responsibilities;
- Evaluate security personnel performance and ensure contract requirements are continually adhered to;
- Provide as needed support for operations staff;
- Remain available to respond to additional/emergency staffing needs;
- Coordinate special coverage requests;
- Provide quality oversight.

The account management teams will be **available 24 hours, 7 days a week** to respond to all matters pertaining to the performance of services. They shall be supported by the Site Supervisors, SOS Field Supervisor(s), SOS Executive Leadership Team and our regional branch management and administrative staff who will assist in overseeing the day-to-day responsibilities of field operations.

● PERFORMANCE MONITORING, AUDITS AND INSPECTIONS

- ❖ Supervisors will regularly audit the staff to ensure security personnel are at their required posts and performing their duties and responsibilities in accordance with City of Ft. Lauderdale's post orders and procedures.
- ❖ One of SOS's differentiators is the way we complete security officer inspections. We have transformed supervision into an interactive process that is technology-driven and fully accountable and transparent. We eliminated the need for paper inspection forms. **We have mobile inspection software that allows our management to generate an inspection report of a client location, including a picture of the officer on duty. This information is automatically linked to a web-site that customers can securely access.**



- ❖ SOS shall ensure regular inspections of posts are performed by our Field Supervisors on a regular, announced and unannounced basis, which will be documented and reported to City of Ft. Lauderdale as needed. The Field Supervisor will consult with the local management to assure that any identified security needs are addressed promptly. Flexibility will be maintained in the Field Supervisor's schedule in order to accommodate special assignments and other security needs.
- ❖ The Project Manager shall also make a minimum of one (1) monthly unannounced inspection.
- ❖ Our security personnel call on and off duty to SOS's 24-Hour Global Security Operations Center, as well as, report in at prescribed times to verify that they have completed their security tours and report the status of same.
- ❖ SOS can establish a call-in system, where security personnel shall be required to check-in with our 24-Hour Global Security Operations Center at interval times set by City of Ft. Lauderdale.
- ❖ **Daily direct contact** between the client representative and our supervisory personnel or outside supervision.
- ❖ **Frequent site visits and meetings** between the Project Manager and client representative as mutually agreed to.

- **TECHNOLOGICAL CAPABILITIES**

In order to enhance and effectively ensure the performance of services under the client contract, the SOS management staff will have access to, and be equipped with tools and systems to effectively manage the security contract force and communicate the requirements of City of Ft. Lauderdale, as well as all corporate directives and information to the security contract force.

- ❖ **24-Hour Global Security Operations Center:** Communication has always been essential to the success of any security program. SOS maintains redundant command center operations; a 24-Hour GSOC (based in Parsippany, NJ) and 24-Hour ASOC (based in Seattle, WA) staffed by experienced and trained operators. Each operator is fully briefed with respect to his or her responsibilities and Standard Operating Procedures as they pertain to each client. As standard operating procedures differ for each site, the Account Manager assigned to City of Ft. Lauderdale will assist in familiarizing the operator personnel with the necessary information pertaining to that facility, including but not limited to:



- **Emergency and alarm communications;**
- **City of Ft. Lauderdale profiles and emergency call lists;**
- **Scheduling and filling posts due to late notification or call-off of security personnel.**

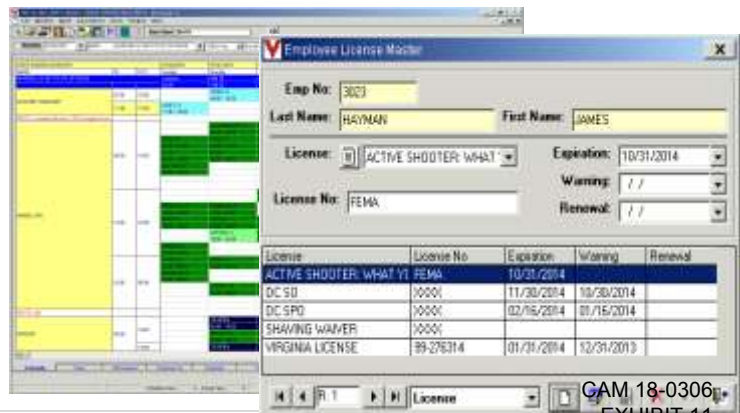
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SOS's 24-Hour GSOC will serve as the nucleus of all staffing coordination, allowing our management team the ability to efficiently determine staffing needs. Once notified of a no-call, no show, our dispatchers will immediately contact the appropriate management team to begin the process of filling an understaffed post and solving any deficiencies.

- ❖ **trackforce – GuardTek Officer/Incident Reporting:** We have the capability to utilize trackforce, a GPS enabled tour system designed to document and track the movement of security personnel in real time. trackforce assists management in oversight of the security personnel. With its built in “Lone Worker Protection” feature, it reports in real time if the Security Officer has not moved in a pre-set time period, so that the Security Officer’s welfare and alertness can be verified. In addition, trackforce facilitates a variety of web accessible reports in real-time that are very useful to the Client, as well as, SOS management and which can be customized to meet City of Ft. Lauderdale’s contract needs. It is capable of automating reports and submitting them to designated personnel; inventory post related equipment; recording facility checks; reporting escort start and stop times; and providing “spot” training during supervisor post visits. trackforce contributes by verifying that patrols and inspections are conducted as required and that accurate records are maintained for incidents. It also serves as a communications tool as it has built in two-way communications.

- ❖ **Vantage - Automated Timekeeping System.** SOS has an automated time capture solution, Vantage that matches caller ID and PIN to validate and confirm its employees are on duty at the required time to ensure that we meet the coverage requirements specified in the contract. There are several advantages to this system:
 - The software matches the caller ID from the phone call to the approved caller ID programmed for each shift. If a clock-in or clock-out is made from an unaccepted caller ID, the system alerts the supervisor immediately and does not post the time.
 - The Valiant timekeeping system automatically sends an automated phone call, text message, and email to the supervisory chain when an officer does not clock-in on time.
 - The automated timekeeping system serves as a back-up to the log book to resolve discrepancies or questions concerning an officer’s arrival or departure time.
 - The Vantage system is fully integrated with our scheduling and payroll system, to automatically update payroll and billing to ensure that we invoice the client properly and only for hours worked.

- ❖ **Valiant.** SOS utilizes Valiant Security Management System software application to manage employees, customer reporting and invoicing, which has been specifically developed for the security industry. Valiant provides data on security guard scheduling, attendance, actual hours/time worked, pay rates, bill rates and the subsequent invoicing.



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Individual service requests are managed via verbal or written communication, i.e., telephone, e-mail, etc., with SOS's local security management. In addition, telephone communication is performed and monitored by SOS's 24/7 Global Security Operations Center. **Valiant is fully integrated with the Vantage call-in system.**

SOS's Payroll Data Entry Coordinators enter the hours worked provided by each site into the Valiant system. The software then automatically calculates the officer's pay, including holiday worked, overtime, etc. The payroll information that is inputted into the Valiant system is validated by comparison to a corollary scheduling system and all discrepancies are resolved before the payroll is processed. The payroll, once processed, is reviewed by branch management, as well as by the Controller's Department. On a weekly basis, summary reports are prepared by account, which highlight any billing or payroll issues and are immediately investigated and resolved. The procedures outlined above go far to ensure that the billing is prepared accurately based upon actual hours worked and at contractual agreed upon billing rates.

The billing is derived from the same schedule-based platform as mentioned above. Invoices will be processed on a monthly basis with the attached backup, which is automatically generated by the Valiant system. This backup would include, but not be limited to, the week ending, employees name, post, service dates, actual tour, hours worked, billing rate, etc.

- ❖ **Web-Based Interface - SharePoint Services:** SOS has put the industry standard collaboration tool of choice for the enterprise at the fingertips of its employees and customers. We utilize SharePoint to connect all locations for collaborating on local customer projects or those that span multiple cities, states, or countries. Sharing files, schedules, task lists, and vital contacts all from an easy to use web interface allows SOS employees to stay on top of customer projects and collaborate from anywhere at any time. SOS customers have access to vital documents and can receive automated alerts when SOS departments post important information to their SharePoint portals. Whether it's basic document sharing, alerting, or project specific portals, SharePoint services gives SOS a vital tool for both managing and communicating with customers.
- ❖ **Taleo System:** Taleo provides fully integrated recruiting, backgrounds, electronic document collection and on-boarding through a web-enabled platform. This allows us to expedite recruit hire time and ensure full process compliance. *SOS is in the process of pursuing ISO 9001:2008 certification for this process.*

● **REPORTING/COMMUNICATIONS**

SOS's typical reporting/communication practices with our clients are as follows:

Project Manager	Available 24/7
Site Supervisor	Daily
Field Supervisors	Weekly
Regional Vice President	Monthly
Senior Management	Every three months or more frequently, as

Incident Reports	Daily
Security Log	Daily
Employee Performance Evaluations	Annually
Client Satisfaction Evaluation	Annually
Emergency Situations	Immediately

Moreover, SOS also utilizes a mobile “real-time” reporting system that allows site personnel, Field Supervisors and management to prepare a variety of “paperless” reports (i.e., incident reports, investigation reports, field inspection reports, employee evaluations, Daily Activity Report, Dispatch Pass Down/Shift Change Information, Emergency Response Time Schedule, as well as customized reports) that can be automatically and immediately sent to our designated client representatives and SOS management personnel.

- **EMERGENCY RESPONSE**

SOS understands above and beyond that in today’s quick-moving and ever changing business environment a successful security partner needs to have the capability to adjust, add to and flex their service template at a moment’s notice to satisfy client coverage requirements. We fully understand that ongoing change is the one constant that must be catered to when designing a service solution. We accept that requirement-fluctuation is inevitable and we are fully geared-up to accommodate such flux without detriment to our overall service delivery.

The necessity for immediate response is of the utmost importance. *The management team shall be available to City of Ft. Lauderdale’s designated representative’s 24-hours, 7 days a week to respond to all matters pertaining to the performance of services or address any emergency situations.* Our administrative and operational capabilities are more than adequate to meet such requirements, and we have protocols to organize and respond to such needs, including our 24-Hour Global Security Operations Center that allows us to immediately organize and assign additional or emergency response services.

- **Contingent Personnel.** We will ensure a sufficient number of trained, qualified, uniformed and equipped personnel to respond to contingencies such as unprogrammed increase in personnel, operating hours or operations outside the scope of the statement of work. The on-call response personnel will consist of security officers and supervisors from our pool of part-time and off-duty employees, augmented by our training/operations specialists who are certified security officers. The on-call response personnel will report for duty fully equipped and prepared for their duties. In the event of any possible service delays, the SOS management team would immediately notify City of Ft. Lauderdale’s designated representatives. We then immediately draw upon a cadre of fully trained, reserve officers that can be deployed to fill the need.

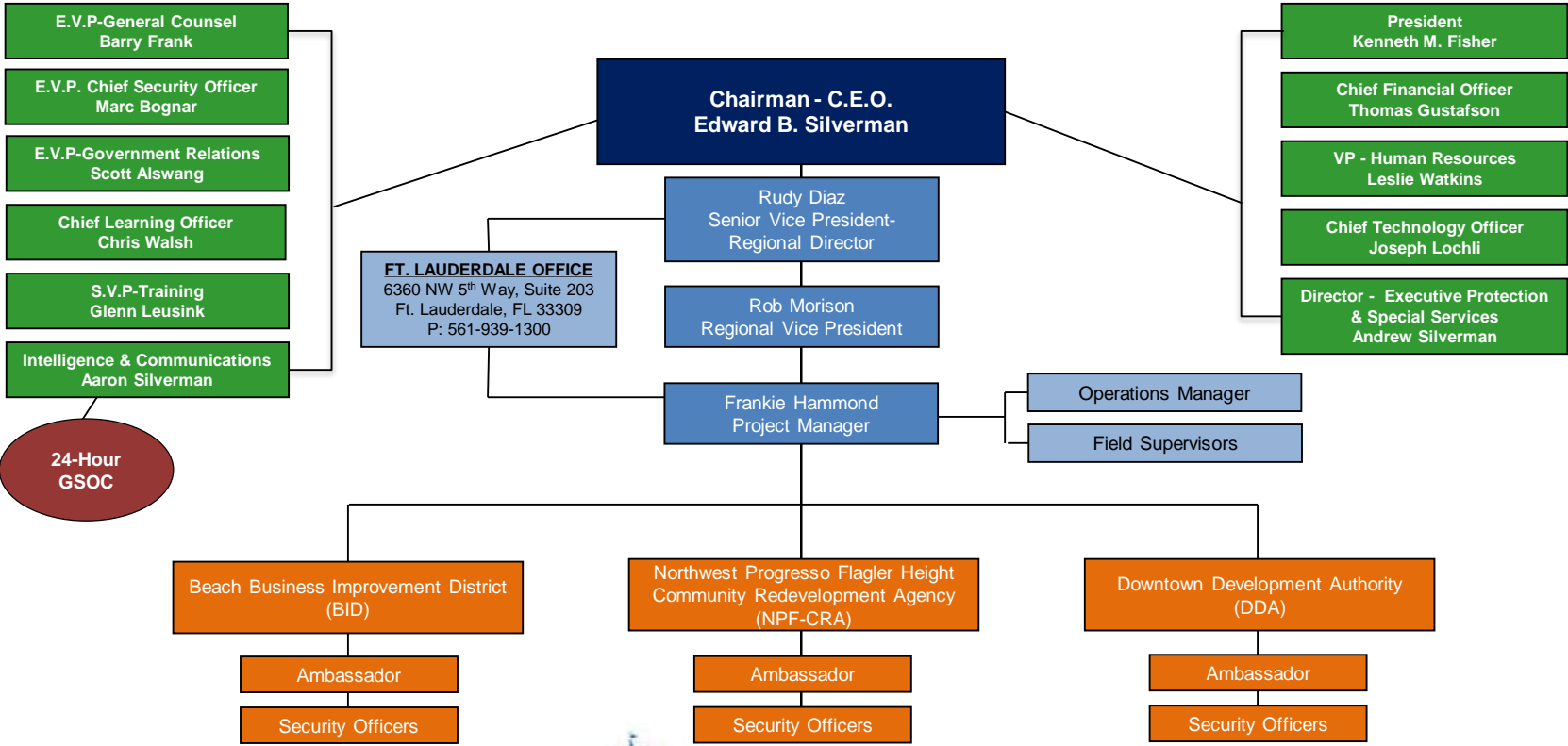
- **On-Call support notification system.** SOS will work with City of Ft. Lauderdale to establish a notification system so that requests for contingency support may be processed and responded to during at any time, and more particularly other than normal operating hours.
- **Tactical Unit/Emergency Response Team.** In true emergency situations that require immediate mobilization of additional manpower and resources, SOS currently maintains an experienced and professional Tactical/Field Unit Emergency Response Team, who are a select group of ranking security personnel that are multi-functional. On a larger geographic scale, we would implement the Emergency Response Team deployable anywhere in the United States within 24 hours of an emergency event.

Under normal emergency response conditions, SOS has sufficient resources to meet most foreseen increase in staffing needs in the following estimated time based quantities:

- 10% in 4 hours
- 15% in 24 hours
- 20% in 48 hours

-Organizational Chart to follow-

SOS / CITY OF FORT LAUDERDALE ORGANIZATIONAL CHART



 Confidential

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● PERSONNEL SELECTION PROCESS

In today's world, the day-to-day security threats faced by businesses large and small are constantly changing. SOS is prepared to meet these challenges. In order to ensure that each of our security officers is prepared to deal with an evolving and dynamic security environment, SOS dedicates substantial resources to recruiting and training talented individuals. Additionally, SOS's "staff to management ratio" is above industry standards.

The backbone of any service organization is the people who provide the service. At SOS, in order to provide quality security services and multi-functionality to each our clients, much time and energy is devoted to recruiting, pre-employment screening, supervision and employee motivation. People are our most important asset. We strongly believe that in order to attract and retain quality personnel, it is important to:



- ❖ Recruit diverse candidates to attract the best ideas and develop a strong team;
- ❖ Provide a living wage and fair benefits;
- ❖ Create an atmosphere of trust, mutual respect and fairness;
- ❖ Provide training and leadership to drive success and personal growth;
- ❖ Recognize contributions and celebrate achievements

The goal of the SOS Team is to offer quality service and performance. Mindful of the exacting requirements to find well-qualified security personnel, SOS has always insisted upon high standards for its vetting procedures. To this end, SOS will recruit and hire ambassadors who possess adequate interpersonal, communication and customer service skills to meet the needs of the ambassador program and the respective entity area specifications. Ambassadors must be able to work with and appreciate individuals from a wide range of economic and social backgrounds. Ambassadors and assigned supervisors must have the ability to prepare concise and comprehensible written reports and must possess the following ideal qualities:

- | | |
|--------------|----------------|
| ✓ Outgoing | ✓ Social |
| ✓ Cordial | ✓ Friendly |
| ✓ Diplomatic | ✓ Good-natured |
| ✓ Pleasant | |

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Minimum Requirements of Personnel

Each applicant shall meet the following minimum requirements:

1. Be customer service trained and demonstrate sensitivity to human factors.
2. Be capable of coherently communicating, reading and writing English.
3. Have the necessary reading and writing skills to comprehend security procedures and post orders, to write reports legibly and coherently, and complete forms.
4. Demonstrate the ability to carry out basic mathematical functions, as it relates to the assignment.
5. Maintain general knowledge of the site layout and access areas.
6. Possess basic computer skills needed to carry out job functions; capable of becoming conversant with client software systems within 30 days of assignment.
7. Possess knowledge of City of Ft. Lauderdale's standard and emergency operating procedures and post orders.
8. Be a citizen of the United States or alien legally eligible for employment under the United States Immigration Laws.
9. Be at least eighteen (18) years of age or greater, based upon contract requirements.
10. Have a high school education diploma or higher education as required by contract.
11. React calmly, quickly and efficiently while under stress in problem situations.
12. Ability to follow prescribed methods and procedures.
13. Sufficient organizational skills to complete daily administrative responsibilities.
14. Not have been convicted of a felony, or other crimes or be the subject of any pending felony charges.
15. Have unlimited access to reliable transportation and a valid private telephone number at which the individual can be reached during non-business hours.
16. Be courteous, articulate, and have the ability to use good judgment.
17. Maintain a degree of deportment, which will reflect favorably upon our clients.
18. Complete and pass the course of pre-assignment security training specified by SOS and City of Ft. Lauderdale, as well as SOS's orientation program and on-the-job (site-specific) training in accordance with contract requirements.
19. Possess the necessary state security guard license.
20. CPR/First-Aid/AED Certified.
21. Present a best-in-class appearance (according to City of Ft. Lauderdale's uniform business standards).
22. Pass a background investigation.
23. Pass the 10-panel drug screening process for illegal drugs and substance abuse.
24. Possess 20/30 vision in each eye with or without glasses or contact lenses;
25. Able to differentiate between colors.
26. Be able to hear audible alarms.



27. Physically capable of performing normal and emergency duties requiring moderate to arduous physical exertion such as:

- Standing or walking for an entire shift.
- Climbing stairs and ladders.
- Lifting or carrying objects weighing up to 50 lbs.
- Running short distances.
- Basic self-defense.

Drug Screening

In accordance with SOS's **Substance Abuse Policy**, prior to any candidate being assigned to provide security services at any client site location, SOS shall perform a 10-panel drug-screening test for controlled substances. The results will be reviewed and evaluated in a highly confidential manner. Any positive finding on the basis of the drug screening will require the sample to be tested by an independent laboratory for a gross confirmatory test (serum). Any positive finding (urine and/or serum test) will automatically disqualify an applicant for employment or assignment to any client location.

Background Verification

SOS utilizes the services of Asurint to conduct employee background screenings, which include, but are not limited to:

- a) Social Security Number verifications will be conducted and documented.
- b) County criminal records search in all counties that candidate lived or worked in the past 5 year period. (Statewide checks in lieu of county are acceptable where available, provided the same data is covered).
- c) State criminal records search, if available (5 year search).
- d) Federal criminal records search (per State).
- e) National criminal records search: General database search (all 50 states).
- f) A national Sexual Offenders registry check will be performed and documented.
- g) A state Sexual Offenders registry check will be performed and documented.
- h) Office of Foreign Assets Control (OFAC).
- i) General Services Administration (GSA).
- j) Education verification – highest level indicated.
- k) Employment verification – all previous employers for prior five (5) years.
- l) A military service check will be conducted and documented.
- m) Previous residential address check covering the past three (3) years will be performed and documented.
- n) Three (3) reference checks will be performed and documented.
- o) Department of Motor Vehicle check will be performed and documented, if applicable.
- p) E-Verify Compliant Proof of U.S. citizenship (I-9), with certain exceptions for approved immigrants.

Any adverse findings will be reviewed where SOS reserves the right to reject any applicant.

BENEFITS & INCENTIVE PROGRAMS

SOS has been successful in retaining our employees for periods well in excess of industry norms. One of SOS's main factors contributing to our success is low turnover rate. Our employee compensation, benefits, motivational and incentive programs are designed to build morale, control turnover and increase retention of qualified personnel for periods well in excess of industry norms. One reason is because we are extremely "people oriented". It is management's belief and preference that promotions should come from within the SOS organization, whenever possible. The opportunity for advancement is not only present, it's encouraged. An "open-door" policy between management and employees ensures good communication within the company.

All full-time security personnel after ninety (90) days of employment will be eligible to receive the following benefits:

Medical / Prescription / Dental / Vision / Life Insurance		
Hospitalization & Major Medical*	<i>Choice of either: United Healthcare – Oxford: Silver Buy-Up United Healthcare – Oxford: Bronze Core</i>	ACA Compliant Plan and Shared Contribution
Prescription Plan*	<i>See above</i>	Included in Major Medical
Basic Medical/Preventative Plan	<i>Reliance Healthcare – Basic Advantage – 3 plan choices</i>	Basic Essential Plan is MEC Compliant – minimal cost
Dental Plan*	<i>Aetna Dental – PPO or DMO</i>	100% Employee Contributable (SOS assumes the administrative expense)
Vision Plan*	<i>EyeMed</i>	100% Employee Contributable (SOS assumes the administrative expense)
\$10,000 Life Insurance Policy	<i>Principal</i>	100% Paid by Company after 1 Year

**A detailed description and cost for eligible dependents can be provided upon request.*

In addition, all full-time security personnel shall receive the following benefits (*unless per location, an applicable union agreement provides different benefits*):

- Forty (40) hours Paid Time Off (PTO) per year upon completion of one (1) year of employment, which can be used for vacation, illness or personal time.
- Time and one-half wage for holidays worked.
- 401K Savings Plan available upon commencement of employment.
- Employee Assistance Program SOS employees and their immediate family members have access to free and confidential services with licensed professionals who provide support and guidance to assist with simple concerns like decreasing stress to complex life problems.

- National Car Rental Employees can enroll in the SOS Emerald Club with National and Enterprise Rent-A-Car to receive a discounted rate when they need to rent a vehicle for personal use.
- Tuition reimbursement for qualified, full-time employees, whereby course of study is in the field of Security and is approved by the Executive Committee. Eligible employees may be reimbursed for the entire or partial tuition costs. Eligible employees must successfully complete their coursework with a grade B or better; or a GPA of 3.0 or greater.

Category	Award Requirements	Award
Officer of the Year Award	<i>One recipient annually based on performance evaluations</i>	\$500.00 award & Plaque
Officer of the Month Award	<i>A monthly award to the recipient with the best over-all performance rating in the month</i>	\$50.00 award & Plaque
Loyalty Award	<i>5 and 10 year recognition pins awarded for service to the company</i>	Framed Certificate and gold pin
Outstanding Achievement Award	<i>For making a valuable client contribution deserving additional recognition</i>	Certificate of Achievement
On the Spot Award	<i>Paid to employees for specific superior performance, typically associated with excellence in handling an incident or detecting a breach</i>	Varies
Merit Increases	<i>Based upon individual quality performance</i>	Varies
Referral Bonus	<i>Paid to employees who refer candidates for employment with the company and remain in good standing for a period of 4 months</i>	\$100.00 with no cap
Advanced Education and Training	<i>Provide advanced training seminars paid for by SOS for selected employees who demonstrate outstanding performance and motivation.</i>	~

● **QUALITY CONTROL PROGRAMS**

It has always been our belief that in order for a business to do well and serve the needs of its clients, it must be founded upon a positive and consistent philosophy and direction. Our goal was to develop an



organization whose name would be synonymous with quality and professionalism in the field of security. That same philosophy holds true today. The philosophy of SOS is embodied in our **“Pursuit of Excellence Program”** and our commitment to continual quality improvement, where we developed **“Team Partnership Advantage,”** a Quality Improvement Process based upon and driven by a Comprehensive Measurement System utilizing Key Performance Indicators (KPIs). This includes: (i) a collaborative effort for continual quality improvement; (ii) objective criteria with defined quality improvement goals; (iii) performance results with benchmarks; (iv) opportunity and recognition for successfully meeting or exceeding the benchmarks.

Our process involves metrics that measure required quality and financial objectives and is incorporated into a process designed to achieve a long-term mutually beneficial Quality Partnership. Based upon our standards, we emphasize the following criteria:

▶ A Management Committed to Achieve Specific Goals	▶ On-Site/Off-Site Supervision
▶ Specific Procedures to Ensure Quality Control	▶ Administrative Support
▶ Uninterrupted Service/Low Turnover/Continuity	▶ Employee Motivation - Career Path/Incentives
▶ Adherence to Contract Specification	▶ Performance Driven Compensation
▶ In-Depth Pre-Employment Screening	▶ Partnership/Team Approach
▶ Comprehensive Training	▶ A “Can Do” Attitude

APPROACH OVERVIEW

SOS’s mission is to achieve 100% customer satisfaction. SOS’S quality control plan (QCP) begins with an understanding of the security contract requirements. The QCP relates mutually determined goals and expectations to guidelines for excellence in all areas of work. Our quality management approach provides structure for the application of controls and procedures. Our QCP at our client’s locations will meet, and in some cases exceed, contract requirements by integrating quality standards into the duties and activities of personnel at every level of the chain of command, emphasizing accountability and communication to identify and anticipate potential quality issues, and encourages proactive solutions.

Moreover, we believe that the best method to ensure customer satisfaction is to establish a trusting relationship with open and frequent dialogue by meeting with our customers on a regular basis, wherein the client and SOS work together to establish Key Performance Indicators (KPIs), as well as evaluate the scope and specific security requirements of the contract in order to achieve the necessary benchmarking requirements that ensure a long-term mutually beneficial, quality partnership.

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To this end, we are confident that we will have a very low failure rate due to various processes and programs we have in place to ensure that SOS provides City of Ft. Lauderdale with superior quality service. These processes and programs include, but are not limited to, the following:

- SOS Pursuit of Excellence and **Team Partnership Advantage** Programs – consist of defined customer service level - Review of **Key Performance Indicators** (KPI's) and metric schedule that will be integrated into all business processes, officer selection criteria and performance expectations.
- Announced & Unannounced **Field Inspections**.
- **SOS Annual Personnel Evaluation**.
- **SOS Client Satisfaction Evaluation**.
- **Daily direct contact** between the client representative and the supervisory personnel or outside supervision.
- **Frequent site visits and meetings** between the Project Manager and/or branch support office management and client representative as mutually agreed to.
- **Multi-Level Internal Audit Review Process** that assures service consistently meets or exceeds client expectations and maximizes the value of SOS as a quality partner.
- **Security Assessments/Audits/Surveys**.

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● **TRAINING PROGRAM**

SOS recognizes customer service is a critical component of City of Ft. Lauderdale's strategy and security is an integral part of accomplishing this objective. We provide our security personnel on-going customer service training to ensure that they meet their primary responsibility to provide quality customer service to the City's residents and visitors.

At SOS, we consider training paramount to the success of our operations at each client site. Once a candidate is considered qualified and has undergone our thorough screening processes, all personnel attend our comprehensive training program. We understand that today's security issues and challenges are ever-changing and require dynamic, flexible solutions supported by a service that is focused, efficient and prepared. Designed by our Training Group, components of our training provide a combination of progressive **training techniques with content tailored to City of Ft. Lauderdale's unique security requirements** in order to equip our workforce with the skills necessary to efficiently solve problems and proactively address your safety and security objectives. Our delivery methods allow us to deliver a diverse portfolio of training modules and curriculum through centralized, web-based and classroom training.

SOS uses a blended training model and progressive training techniques to deliver training modules and curriculum through centralized, web-based and classroom training, consisting of PowerPoint presentation, documents, and videos. For specialty training areas, we use videos and written curriculum from third party companies who are experts in the specialized field.

	CITY OF FT. LAUDERDALE TRAINING PROGRAM
State Mandated Training	
<ul style="list-style-type: none">▪ Florida State Mandated Requirements	
Pre-Assignment and Orientation Training	
<p>SOS security personnel will receive pre-assignment training consistent with City of Ft. Lauderdale's training requirements. Pre-assignment training highlights the key elements of providing effective security services, focusing on a wide range of topics. It focuses on the technical aspects of the personnel's duties while addressing the communication and customer service skills, professional appearance and positive attitude that is necessary in order to exceed our customer's expectations.</p>	
<ul style="list-style-type: none">▪ Introduction to Security▪ The Importance of the Security Officer▪ Human and Public Relations▪ Legal Aspects of Security▪ Ethics and Professional Conduct▪ Fire Prevention & Fire Safety▪ Emergency Response Techniques and Procedures▪ Confidentiality and Legal Issues▪ CPR/First-Aid/AED	

Site-Specific Training

- All security personnel will complete site specific training, which training will be provided by SOS in compliance with contract requirements, which shall include:
 - Customer Service
 - Diversity Awareness
 - Communications
 - General Duties
 - Patrol & Fixed Posts
 - Report Writing
 - Procedural review; operating procedures, access control, visitors etc.
 - Reporting procedures
 - Emergency procedures
 - Proficient onsite procedure
 - Operation of site equipment
 - Notification protocols
 - Proper Appearance and Posture
 - Scenario based training and/or security drills to ensure security guards are proficient in practicing proper protocol.
- All personnel will participate and pass a 6 hour training course facilitated by Ft. Lauderdale police department.
- All personnel shall attend a customer service training program similar to the Broward County and Greater Fort Lauderdale Convention and Visitors Bureau (CVB) SUNsational Service Training Module.

SOS Specialized Training

- Diplomatic Focus Training consisting of Customer Service Skills, Risk Management, and Leadership Skills
- Diversity Awareness – advanced training
- Active Shooter
- Workplace Violence
- Customer Service - Advanced Training
- Management of Aggressive Behavior (MOAB)
- First Responder
- Executive Protection
- Self Defense
- Defensive Driving
- High-Rise Building Evacuation
- Blood borne Pathogens
- Emergency Management – techniques and procedures
- Incident Investigation
- Specialized Bomb Threat Training
- Fire Life Safety training
- Fire Alarm Systems
- Workplace Health and Safety

Continuing Education Training

The refresher seminars provide additional training pursuant to current security trends and their direct impact on existing security services, where procedures are updated to familiarize our security personnel with these procedures. Our training seminars are also tailored to reinforce general duties and responsibilities of security personnel.

- Customer Service - advanced training
- Formal Annual Refresher
- CPR/First-Aid/AED Recertification (*every 2 years*)

TRAINING KEY PERSONNEL

SOS key training personnel will work closely with CITY OF FT. LAUDERDALE in developing and conducting training programs that enhance the effectiveness and skill level of the contract security force based on industry best practices.

Christopher N. Walsh, Chief Learning Officer-Training

Mr. Walsh has 25 years of law enforcement experience and retired as a Patrol Division Commander Lieutenant. With over 10 years of private security experience he currently holds Security Officer Instructor certification in New York, New Jersey, Delaware and Connecticut. Mr. Walsh received an M.Ed. Degree from Seton Hall University, B.S. degree from Rutgers University and an A.S. Degree from Morris County College. He participates in national security seminars at the US Army War College and was also the lead Instructor for the NJSACOP West Point Leadership and Command program.

As the Director of Training for SOS, he has developed specialized education and training programs which include consular/ dignitary protection, active shooter, emergency response, crisis management, executive/ close protection and theft prevention. As part of his role in the SOS Special Services Division, Mr. Walsh has conducted and supervised protection details for dignitaries and prominent individuals in and out of the United States, as well as providing personal executive protection for Fortune 500 business executives traveling abroad.

Glenn Leusink, Director of Training

Mr. Leusink has been with SOS for over 27 years, progressing through a variety of leadership roles. He is retired after 30 years of service from the U.S. Air Force and Air National Guard where he served in a variety of law enforcement and instructor roles. Glenn served 2 tours of active duty including one in the Middle East where he assisted in coordinating security deployments. He has an Associate's Degree in Criminal Justice from Sussex County Community College. Glenn is a certified US Air Force instructor as well as a certified SORA Instructor and attended the Community College of the Air Force.

POST ORDER DEVELOPMENT

Within 60 days of commencement of service, SOS will update or design and submit to City of Ft. Lauderdale written site and post-specific standard/emergency operating procedures, with required updates if requested. This approach enables us to acquaint all security officers, field managers and personnel staff with the unique requirements of a post or facility. It is designed to ensure continuity of presentation and makes on-the-job training familiar in the context of classroom training. Revisions requested by City of Ft. Lauderdale to the site and post-specific standard/emergency operating procedures will be provided within 72 hours of request. Within 24 hours of City of Lauderdale's approval, affected site and post-specific standard operating procedures will be replaced.

TRAINING REVIEW

SOS conducts a 90 day training review on newly hired officers to ensure that they have mastered the post orders and procedures. If the security officer performs unsatisfactorily, refresher training is taught on areas that need improvement, and the security officer is retested until he/she satisfactorily masters the procedures.

In addition to the above training reviews, SOS monitors the effectiveness of our training programs through the following measures:

- **Examination** upon completion of pre-assignment and site-specific training.
- SOS Annual **Personnel Evaluations**.
- **Client Satisfaction Evaluations**.
- **Field Inspections** - Announced & Unannounced.
- SOS's defined customer service level - Review of **Key Performance Indicators** (KPI's) and metric schedule that will be integrated into all business processes, officer selection criteria and performance expectations.
- **Daily direct contact** between the client representative and Manager of Security Services.
- **Frequent site visits and meetings** between the appointed Account Manager and client representative as mutually agreed to.

TRAINING RECORDS

The Project Manager shall maintain training records for all staff assigned to City of Ft. Lauderdale, which will include compliance with state mandated training and copies of guard license or certificate, City of Ft. Lauderdale required site training and annual training updates. These are tracked in our Valiant database as well and we can run a compliance report at any time.

● **TRANSITION PLAN**

SOS is capable of transitioning City of Ft. Lauderdale's program in a 30-60 day transition period.

SOS commences each start-up with transition planning. A successful start-up is essential to building credibility and confidence for our clients; therefore we commit the time and resources necessary to effectuate a smooth transition. When transitioning from another service provider or initiating new service, you can be assured of a seamless transition by SOS. Our team has a wealth of transition experience that has been developed over 48 years of providing a new service experience to government and non-government clients alike. Our procedures are comprehensive, well thought-out and built around previous success. SOS is sensitive to our clients' concerns during this period. With this in mind, we take pride in our expertise and ability to address the following client considerations:

- **Continuity of protection.**
- **Continually communicating transition information in an expeditious manner.**
- **Supervision and direction of service.**
- **Knowledge of management.**
- **Experience of new personnel.**
- **Familiarity of facility and procedures;**
- **Transition milestones communicated as achieved.**
- **Regular progress reviews.**

A highly effective transition program starts with a collaborative communication plan with SOS's Transition Team, including SOS's senior and local management, and City of Ft. Lauderdale's designated representatives. SOS's transition team has a hands-on approach with each client start-up and remains actively involved throughout the transition process. Upon notification of contract award, SOS will meet with City of Ft. Lauderdale representatives for an in-depth review of the contract requirements and discuss the stages of the transition plan and timeline. Furthermore, our management team will be **available to the City's representatives 24 hours, 7 days a week** to respond to all matters pertaining not only to the transitioning of the security personnel but the overall transition program.

EMPLOYEE RETENTION

- SOS values our employees as contributing members of our team. We understand the value of treating employees in the most professional and positive manner possible. In accordance with SOS's transition plan, we will, immediately upon contract award:
 - Begin staffing efforts for incumbent staff;
 - Recruit new hires to fill vacant staff positions in accordance with City of Ft. Lauderdale standards;
 - SOS will select qualified security personnel from the incumbent staff without interrupting existing operations;
 - Hold orientation meetings for interested incumbent employees;
 - Gather all information on holiday, vacation and medical coverage for all retained personnel.

During the orientation meetings, we will provide potential candidates with an overview of employee screening requirements, training, qualification and adjudication by City of Ft. Lauderdale.

In accordance with our Transition Plan and Timeline (*sample below*), we first establish the Team Members of the SOS Transition Committees. These Team Members then meet to discuss the stages of the Transition Plan and Timeline and then subsequently meet with City of Ft. Lauderdale's representatives in order to relay all pertinent information to ensure a smooth transition from the incumbent supplier to SOS.

In terms of major activities that SOS would require the City's involvement, we highlight in red on the Transition Plan. SOS would also request the City's designated representatives be available for all Team meetings in order to confirm information contained within the RFP, as well as, convey all other pertinent information in order to ensure a prudent and stable transition process.

The following pages provides SOS's sample Transition Plan/Timeline, which will be modified as requested by the City.



TRANSITION PLAN



Priorities	Establish Teams	Survey	Recruiting	Pre-Employment Procedures
<ul style="list-style-type: none"> ○ Review RFP & Prepare Responses ○ Establish Transition Committee ○ Continuity of Protection ○ Start Date ○ Contract ○ Wages/Benefits ○ Adherence to Transition Timeline 	<ul style="list-style-type: none"> ○ Establish Trans. Sub-Committees <ul style="list-style-type: none"> • Liaison • Determine City of Ft. Lauderdale Senior/Local Reps. • Legal/Admin. • Finance/IT • Human Resources • Operations/Training <ul style="list-style-type: none"> > Lead Security Officer > Security Officers 	<ul style="list-style-type: none"> ○ SOP's ○ EOP's ○ Site Procedures ○ Post Orders ○ Training Program ○ Site Administration ○ Police Liaison ○ Safety ○ Team Meetings 	<ul style="list-style-type: none"> ○ Advertising ○ New Hires ○ Incumbent Hires ○ Current Employee Transfers 	<ul style="list-style-type: none"> ○ Selection & Screening ○ Application ○ Interview ○ Integrity Profile ○ Background Check ○ Fingerprinting ○ Drug Testing ○ Add'l HR Forms

Audit/Review Program	Rollout Date	Equipment/Supplies	Training
<ul style="list-style-type: none"> ○ Compliance ○ Client Satisfaction ○ 3-tier Review/Control Process <ul style="list-style-type: none"> • Operations/Training • Administration/Finance • Management ○ Team Partnership Process 	<ul style="list-style-type: none"> ○ Estimated Contract Commencement Date: TBD 	<ul style="list-style-type: none"> ○ Uniforms ○ Equipment ○ Communication Devices ○ Firearms ○ Vehicles ○ Logistics 	<ul style="list-style-type: none"> ○ Orientation ○ Classroom Training ○ Examinations ○ OJT/Site Specific ○ Additional Training

****City of Ft. Lauderdale's Involvement****



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TRANSITION TEAM



SOS Security Representative	Email	Phone	Title	Committee	City of Ft. Lauderdale Representative
Edward B. Silverman	esilverman@sossecurity.com	973-270-2321	Chairman – Chief Executive Officer	Team Leader	TBD
Kenneth M. Fisher	kfisher@sossecurity.com	973-270-2308	President	Finance	TBD
Barry A. Frank, Esq.	bfrank@sossecurity.com	973-270-2319	Executive Vice President - General Counsel	Legal	TBD
Marc Bogнар, CPP	mbognar@sossecurity.com	973-270-2350	Executive Vice President - Chief Security Officer	Operations	TBD
Tom Gustafson	tgustafson@sossecurity.com	973-270-2316	Chief Financial Officer	Finance	TBD
Leslie Watkins	lwatkins@sossecurity.com	973-270-2366	Vice President – Human Resources	Human Resources	TBD
Christopher Walsh	cwalsh@sossecurity.com	973-270-2329	Chief Learning Officer-Training	Training	TBD
Scott Alswang	salswang@sossecurity.com	212-957-0877	Executive Vice President - Government Liaison	Operations	TBD
Glenn Leusink	gleusink@sossecurity.com	973-270-2351	Senior Vice President-Training	Training	TBD
Rudy Diaz	rdiaz@sossecurity.com	561-939-1300	Senior Vice President-Regional Director	Operations	TBD
Rob Morison	rmorison@sossecurity.com	561-939-1300	Regional Vice President	Operations	TBD
Frankie Hammond	fhammond@sossecurity.com	561-939-1300	Proposed Project Manager	Operations	TBD



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REFERENCES

Client Name and Contact	<p>Department of State, United States Embassy & Consulates, Brazil Various Embassies and Consulates throughout Brazil Contact: Jason Smith, Senior Regional Security Officer Phone: 55-61-3312-7390 Email: SmithJH@state.gov</p>
Description of Work	<p>Since November of 2010, SOS Security with its Joint Venture partner has provided local guard service for the protection of United States personnel, facilities and equipment from damage or injury. The provision of security services under the contract is continuous 24 hours a day/seven days a week.</p> <p>Armed Protective Security Officers, assigned to this contract perform specific tasks including access control, surveillance detection, closed circuit television monitoring, radio communication and keep logs and records. SOS/EVIK Officers also perform roving foot patrols and vehicle patrols of Government properties. SOS/EVIK Officers respond to intruder alerts and provide notification to the local Embassy personnel as well as police and fire authorities.</p>
Performance Period	November 1, 2010 – September 30, 2021
Total Cost of Project	\$100,000,000 (includes option years and modifications)

Client Name and Contact	<p>New York Stock Exchange Contact: Kevin Fitzgibbons, Chief Security Officer Address: 20 Broad Street, Suite 1900 New York, NY 10005 Phone: (212) 656-5482 Email: KFitzgibbons@nyx.com</p>
Description of Work	<p>For the last 8 years, SOS has been providing armed security 24/7 at the New York Stock Exchange in New York City and a critical Data Center in New Jersey. Our services are to secure and protect NYSE private sector critical infrastructures. All SOS employed armed officers, are retired law enforcement personnel with extensive backgrounds in law enforcement including Homeland Security. We monitor the security command center – CCTV monitoring (interior and exterior). SOS personnel are responsible for security screening at various check points, including two vehicle sally ports at the gate entrance, including beam and barrier system monitoring, a pedestrian screening area at the main entrance to the data center on the first floor, including magnetometers screening and outside the IT offices. We also patrol the exterior grounds of the buildings utilizing an unmarked SUV supplied by the NYSE and have a roving guard checking all doors and shipping and receiving areas. We provide escort and executive protection services as needed.</p>
Performance Period	December 2009 - December 2017
Total Cost of Project	\$5,000,000 annually

Client Name and Contact	American Express Contact: Jeffrey Irvine, Vice President-Global Security 200 Vesey Street New York, NY 10285 Phone: (212) 640-6049 Email: Jeffrey.w. Irvine@aexp.com
Description of Work	<ul style="list-style-type: none"> ▪ Global Fire & Life Safety ▪ Armed/Unarmed Security ▪ Monitor global command center ▪ Specialized protection for executive work areas ▪ Patrol services ▪ Emergency response ▪ Termination Support ▪ Special Coverage requests ▪ Executive Protection services for American Express executives ▪ Receptionist, including badging ▪ International Executive Protection ▪ International Guarding
Performance Period	February 2013 to June 2021
Total Cost of Project	\$10,000,000 annually

Client Name and Contact	Bank of New York Contact: Timothy Masluk, Chief Security Officer 101 Barclay Street New York, NY Phone: (212) 298-1322 Email: timothy.masluk@bnymellon.com
Description of Work	<ul style="list-style-type: none"> ▪ Unarmed and armed security guarding services; ▪ Provide post orders; ▪ Establish and maintain contingency plans, business continuity/recovery plans and proper risk controls: ▪ Emergency Response; ▪ Inspections & Reporting: ▪ Conduct intrusion drills; ▪ Console Operations; ▪ Mobile/Foot Patrols; ▪ Visitor Screening (X-ray); ▪ Access Control; ▪ Termination Support; ▪ Alarm Response; ▪ Special Coverage requests; ▪ Receptionist
Performance Period	June 2015 to June 2018
Total Cost of Project	\$20,000,000 annually

MINORITY/WOMEN (M/WBE) PARTICIPATION



Although SOS is not a certified minority/women/veteran business enterprise (MWV-BE), we believe that SOS shares the same underlying values as our client's regarding our commitment to supplier diversity. We promote and participate in vendor diversification with certified MWV-BEs and partner with them in strategic subcontractor security services, purchase of uniforms and equipment, to the extent that it is economically cost effective.

SOS is fully committed to our client's supplier diversity programs and to supporting the growth and success of our diverse business affiliates. We strongly believe that actively owner-managed companies deliver a higher quality service. As a result, when we work to identify diverse suppliers, we look for qualified owner-managed companies to with which to develop a mutually beneficial relationship which enhances our capabilities and enterprise resilience.

As part of SOS's good faith effort, we would partner with a MWV-BE in connection with supplying uniforms, telecommunications equipment, vehicles etc to the extent that it is economically viable and cost effective. It should be noted that we have been utilizing a national WBE supplier to supply uniforms for many years.

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SUBCONTRACTORS



SOS will self-perform the security and hospitality services required under this RFP with direct SOS employees.

-End of Document-

Our Concern is Your Security



OUR CONCERN IS
YOUR SECURITY

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SOS Security

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BID/PROPOSAL CERTIFICATION

Please Note: If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked by the bidder in some manner to indicate that it will supplant the electronic version. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit http://www.dos.state.fl.us/).

Company: (Legal Registration) SOS Security LLC EIN (Optional): 46-1387064

Address: Corporate HQ: 1915 Route 46 East

City: Parsippany State: NJ Zip: 07054

Telephone No. 973-402-6600 FAX No. 973-265-1415 Email: esilverman@sossecurity.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): N/A

Total Bid Discount (section 1.05 of General Conditions): No

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): No MBE WBE

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Table with 6 columns: Addendum No., Date Issued, Addendum No., Date Issued, Addendum No., Date Issued. Contains entries for addendums 1, 2, and 3 with their respective issue dates.

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. If submitting your response electronically through BIDSYNC you must also click the "Take Exception" button.

N/A

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Kenneth M. Fisher Name (printed)

Signature (Handwritten: Kenneth M Fisher)

11/28/17 Date:

President Title



ADDENDUM NO. 1

RFP No. 12054-585
 TITLE: City Ambassador Program

ISSUED: October 3, 2017

This addendum is being issued to make the following change(s):

1. Section 3.1.9.2 has been revised to add Independence Day for a total of 9 holidays as follows:

3.1.9.2 In addition, total labor hours, deployment times and coverage area may be adjusted during contract period on holidays and/or special event time periods. Although the City observes nine legal holidays, service hours on holidays will be at the discretion of each Entity. The nine holidays are:

1. New Year's Day
2. Martin Luther King's Birthday
3. Memorial Day
- 4. Independence Day**
5. Labor Day
6. Veterans Day
7. Thanksgiving Day
8. Day Following Thanksgiving
9. Christmas Day

2. Section 3.2.3.D is revised to include Wednesdays as follows:

3.2.3.D. DDA requires three (3) ambassadors for a total of 212 weekly hours, of which the supervisor shall serve 40 hours a week. The chart below represents the minimum staffing levels for the DDA area/zones.

Downtown Development Authority Service Operation Needs			
Days	Shift	Number of Ambassadors	Number of Days
Sunday	10:00AM - 10:00PM	3	52
Monday	10:00AM - 10:00PM	3	52
Tuesday	10:00AM - 10:00PM	3	52
Wednesday	10:00AM - 10:00PM	3	52
Thursday	10:00AM - 10:00PM	3	52
Friday	9:00AM - 12:00AM	3	52
Saturday	9:00AM - 12:00AM	3	52



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

All other terms, conditions, and specifications remain unchanged.

AnnDebra Diaz, CPPB
Senior Procurement Specialist

Company Name: SOS Security LLC
(please print)

Bidder's Signature: *Kennell M. Latta*

Date: 11/28/17



ADDENDUM NO. 2

RFP No. 12054-585
TITLE: City Ambassador Program

ISSUED: October 18, 2017

This addendum is being issued to make the following change(s):

1. The opening date has been changed to Tuesday, November 14, 2017.

This RFP is on hold until further notice. Another addendum will be forthcoming with revisions to the technical specifications and estimated quantities. A determination will be made at that time if another extension to the due date will be required.

AnnDebra Diaz, CPPB
Senior Procurement Specialist

Company Name: SOS Security LLC
(please print)

Bidder's Signature: *Kenneth M. Kestner*

Date: 11/28/17



ADDENDUM NO. 3

RFP No. 12054-585
TITLE: City Ambassador Program

ISSUED: November 1, 2017

This addendum is being issued to make the following change(s):

1. Section 3.1.4, first paragraph is revised and shall now read:
“Ambassadors shall wear specially designed uniforms (same color for Exhibit B – the Northwest Progresso Flagler Height and Exhibit C - Downtown areas). The uniforms for Exhibit A – Central Beach shall be designed to reflect the festive nature of the beach environment. All uniforms shall use designated logos on all collateral materials, equipment and accessories. Required uniform, equipment and accessories for all Entities shall include but not be limited to the following:...”
2. Section 3.1.6.4 is added and shall now read:
“Selected consultant shall ensure all ambassadors and supervisors obtain a Class “D” Security Officer License prior to start of service, in addition to ensuring licenses are renewed when applicable and in a timely manner without disrupting service.”
3. Section 3.1.6.3 now includes new item # 2:
“submittal of Class “D” Security License proof, including renewal proof after (2) years for all personnel.”
4. Section 3.1.9.2 now includes the following legal holidays:
 1. New Year’s Day
 2. Martin Luther King’s Birthday
 3. Memorial Day
 4. Independence Day
 5. Labor Day
 6. Veterans Day
 7. Thanksgiving Day
 8. Day Following Thanksgiving
 9. Christmas Day
5. Section 3.2.1.C has been deleted in its entirety.
6. Section 3.2.1.D, Breakdown of hours has been deleted and shall now read:
“The BID is seeking an estimated total of 2,268 labor hours annually per ambassador.”
7. Section 3.2.2.D, Chart on minimum staffing levels has been removed in its entirety and shall now read:
“The BID is seeking an estimated total of 2,268 labor hours annually per ambassador.”



8. Section 3.2.2.G, Historic Sistrunk is revised and shall now read:
 - "Historic Sistrunk– uncolored area requires two (2) personnel, an ambassador and the supervisor."
9. Section 3.2.2.2.H, Breakdown of hours has been deleted and show now read:
"NPF-CRA is seeking an estimated total of 3,172 labor hours annually, per ambassador."
10. Section 3.2.3.D, Chart on DDA minimum staffing levels has been removed in its entirety and shall now read:
"DDA requires three (3) ambassadors for a total of 212 weekly hours, of which the supervisor shall serve 40 hours a week."
11. Section 3.2.3.E, is revised and shall now read:
"DDA is seeking an estimated total of 11,024 labor hours annually."
12. Section VI – Cost Proposal Page has been revised. Proposers shall use the revised page included with this addendum.
13. The opening date has changed to November 30, 2017.

All other terms, conditions and specifications remain unchanged.

AnnDebra Diaz, CPPB
Senior Procurement Specialist

Company Name: SOS Security LLC
(please print)

Bidder's Signature: *Kenneth Duke*

Date: 11/28/17



SECTION VI - COST PROPOSAL PAGE - REVISED

Proposer Name: SOS Security LLC

6.1 Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

6.2 **Cost to each Entity:** Contractor must quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

6.3 Contractor shall factor all cost associated with providing ambassador services in the final price for each entity, including requested items listed under sub-section 3.1. General Information/Intent.

6.4 Ambassador Cost by Entity: ESTIMATED ANNUAL HOURS

6.4.1 BID Area/Zones

- Ambassadors, Regular Hours 4,536 hrs X \$24.08 /hr = \$109,226.88 annually
- Supervisor, (non-shared) Hours 1,320 hrs X \$31.50 /hr = \$41,580.00 annually

6.4.2 The NPF-CRA Area/Zones:

- Ambassadors, Regular Hours 9,516 hrs X \$24.08 /hr = \$229,145.28 annually
- Supervisor, (non-shared) Hours 2,224 hrs X \$31.50 /hr = \$70,056.00 annually

6.4.3 DDA Areas/Zones:

- Ambassadors, Regular Hours 8,944 hrs X \$24.08 /hr = \$215,371.52 annually
- Supervisor, Regular Hours 2,080 hrs X \$31.50 /hr = \$65,520.00 annually

6.5 Shared Services between the BID and NPF-CRA:

6.5.1 Shared Supervisor, Regular Hours 948 total hours breakdown:

- **BID** 474 hrs X \$31.50 /hr = \$14,931.00 annually
- **NPF-CRA** 474 hrs X \$31.50 /hr = \$14,931.00 annually

6.5.2 Shared Vehicle between the BID and NPF-CRA:

- BID Portion 42% \$6,552.00
- NPF-CRA Portion 58% \$9,048.00 Cost \$15,600.00 annually

TOTAL COST \$ 776,361.68 ANNUALLY

Submitted by:

Kenneth M. Fisher

Name (printed)

Date

11/28/17

Signature

President

Title

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
N/A	

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

(1) _____ is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt **and** a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name

(2) _____ is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt **or** a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name

(3) SOS Security LLC is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.
Business Name

(4) _____ requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name

(5) _____ requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name

(6) _____ is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration.
Business Name

BIDDER'S COMPANY: SOS Security LLC

AUTHORIZED COMPANY PERSON: Kenneth M. Fisher *Kenneth M. Fisher* 11/28/17
NAME SIGNATURE DATE

CONTRACT PAYMENT METHOD BY P-CARD

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

 Master Card

✓ Visa Card

Company Name: SOS Security LLC

 Kenneth M. Fisher
Name (printed)

 Kenneth M Fisher
Signature

 11/28/17
Date:

 President
Title

