

Attachment G

ATTACHMENT "G"

BID/PROPOSAL SIGNATURE PAGE

How to submit bids/proposals: Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Services Division, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed 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. 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.

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

Submitted by:  (signature) 5 Dec 14 (date)

Name (printed) JEAN F. BURLESON Title: PRESIDENT

Company: (Legal Registration) G4S INTEGRATED SERVICES, INC.

CONTRACTOR, IF FOREIGN CORPORATION, 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/>).

Address: 4800 OVERTON PLAZA, SUITE 380

City FORT WORTH State: TX Zip 76109

Telephone No. (817)377-5858 FAX No. (817)377-5897 Email: JEAN.BURLESON@G4S-IS.COM

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

Payment Terms (section 1.04): Yes Total Bid Discount (section 1.05): N/A

Does your firm qualify for MBE or WBE status (section 1.09): MBE N/A WBE N/A

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

Addendum No. 1 Date Issued NOVEMBER 13, 2014
2 NOVEMBER 24, 2014

P-CARDS: Will your firm accept the City's Credit Card (VISA / MasterCard) as payment for goods/services?

VISA YES NO X MasterCard YES NO X

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. **PLEASE STATE ANY VARIANCES OR EXCEPTIONS BELOW.** If this section does not apply to your bid, simply mark N/A in the section below.

Variances: N/A

revised 06/11/14

ATTACHMENT K

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City of Fort Lauderdale

Proposal Questionnaire

1. Prior Experience:

Number of years' experience the Provider has had in providing similar services:

30 Years

2. List below those persons who will have a management or senior artistic position working with the City, if you are awarded the contract. List name, title or position, and project duties. A resume or summary of experience and qualifications must accompany your proposal.

Division Manager of Fleet Operations, Toby Dickinson

Toby Dickinson has more than 20 years of experience managing multiple maintenance contracts throughout the United States for commercial and Government sites. Twenty-five years of fleet management experience. He also has extensive experience with various types of fleet equipment including cars, buses, police/fire/emergency vehicles, heavy equipment, and small equipment.

The General Manager for this contract will report directly to Mr. Dickinson. Mr. Dickinson will be available to the City Fleet Administrator and any other appropriate official at all times via telephone. He will respond personally to all concerns. Mr. Dickinson, or his designated Corporate Representative, will visit the contract site periodically, and whenever the situation requires his presence onsite.

Proposed General Manager of Fleet Operations, Harold Duff

Harold Duff will act as our General Manager for this contract and will have ultimate responsibility for management and performance of all vehicle maintenance activities at the contract site. He is supported by a group of highly qualified subordinates responsible for all aspects of the contract's Quality Assurance, Inventory Control, Maintenance Control/Records as well as vehicle repair. All activities of this team are coordinated by the General Manager to ensure top quality performance.

The General Manager has overall responsibility to ensure vehicles and equipment is maintained in a safe and serviceable condition by using the most economical, reliable and up-to-date repair and management procedures available. In addition, he will ensure all vehicles assigned to the City Fleet are in a ready state.

3. List all clients for whom you have provided similar services in the last three (3) years. Provide agency name, address, telephone number, contact person, yearly budget target, number of vehicles, and date service was provided. If services provided differs from the one presented in your proposal, please delineate such differences. DO NOT LIST CITY OF FORT LAUDERDALE.

Agency Name/ Yearly Budget Target	Site Location/ Service Start Date	Contracting Office	Vehicle Count
Commonwealth of Virginia (DGS) \$ 611,220	Richmond, VA 1-Jun-13	Linda Arrington 202 North Ninth St. Ste #209 Richmond, VA 23219 804-371-0932	5208
Los Angeles Internal Services Department (ISD) \$ 6,100,000	LA County, CA 1-Feb-10	Randy Martin 1100 N. Eastern Avenue Los Angeles, CA 90063 323-881-3919	4112
Montgomery County \$ 4,982,508	Rockville, MD 29-Mar-10	Keith Stickley 16630 Crabbs Branch Way Rockville, MD 20855 240-777-5738	2454
City of Pembroke Pines N/A	Pembroke Pines, FL	Christina Sorensen 13975 Pembroke Rd. Pembroke Pines, FL 33027 954-437-1111	860
District of Columbia Water and Sewer (WASA) Authority \$ 1,812,560	Washington, DC 1-Nov-12	Robert C. Eisemann 5000 Overlook Ave., SW Rm. #200 Washington, DC 20032 202-787-2397	846
District of Columbia Parts (Goods and/or Services) \$ 1,219,259	Washington, DC 1-Nov-12	Robert C. Eisemann 5000 Overlook Ave., SW Rm. #200 Washington, DC 20032 202-787-2397	N/A
City of Brownsville \$ 2,955,155	Brownsville, TX 1-Apr-13	Adolfo Perales PO Box 911 Brownsville, TX 78520 956-548-6085	750
City of Arlington \$ 2,662,068	Arlington, TX 29-Dec-08	Thomas Jelley 1015 W. Main St. Arlington, TX 76013 817-459-5451	682
University of Texas at Arlington N/A	Arlington, TX 1-Sep-11	Kathy Sarnecki 219 West Main St. Arlington, TX 76010 817-272-2190	N/A
Weld County \$ 1,681,308	Greeley, CO 1-Oct-12	Barbara Connolly 1150 O St. Greeley, CO 80631 970-356-4000	548
City of Carrollton \$ 1,440,296	Carrollton, TX 1-Jul-10	Carl Shelton 1945 E. Jackson Rd. Carrollton, TX 75006 972-466-3008	485

Florida Dept of Transportation (FDOT) \$ 610,716	Ft. Lauderdale, FL 1-Nov-11	Lydia V. Waring 3400 West Commercial Blvd. Fort Lauderdale, FL 33309 954-777-4614	353
Township of Neptune \$ 853,056	Neptune, NJ 1-Nov-11	Edward Hudson 25 Neptune Blvd. Neptune, NJ 07753 732-988-5200	336
Chevron Phillips (Commercial) \$ 685,956	Borger, TX 1-Mar-08	Adelle Purcell PO Box 968 Spur 119 East Borger, TX 79008 806-275-5525	208
Kershaw County \$ 496,749	Kershaw, SC 1-Jul-13	Jennie Hammond 515 Walnut St. Camden, SC 29020 803-425-1500	200
City of Addison N/A	Addison, TX 1-Jul-10	Mark Acevedo 16801 West Groove Addison, TX 75001 972-450-2848	180
City of Allentown \$ 2,033,736	Allentown, PA 1-Jan-09	Craig Messinger 1825 Grammes Rd. Allentown, PA 18103 610-437-7638	131
Township of Hamilton \$ 452,760	Hamilton, NJ 1-Aug-11	Ingred Perez 6101 Thirteenth St. Mays Landing, NJ 08330 609-625-6311	113
City of White Settlement \$ 325,800	White Settlement, TX 1-Oct-09	Jodie Conyers 214 Meadow Park Dr. White Settlement, TX 76108 817-367-1068	102

4. List any Broward County agencies with which the Provider has had contracts or agreements during the past three (3) Years.

City of Pembroke Pines Vehicle Maintenance Services	Pembroke Pines, FL 18-Feb-93	Christina Sorensen 13975 Pembroke Rd. Pembroke Pines, FL 33027 954-437-1111	
Florida Dept of Transportation (FDOT) Vehicle Maintenance Services	Ft. Lauderdale, FL 1-Nov-11	Lydia V. Waring 3400 West Commercial Blvd. Fort Lauderdale, FL 33309 954-777-4614	

5. Lawsuits (ANY) pending or completed involving the Corporation, partnership or individuals with more than ten (10%) percent interest.

A. List all pending lawsuits which are concerned directly with the staff or part of your organization proposed for the contract:

N/A

B. List all judgments from lawsuits in the last five (5) years which are concerned directly with the staff or part of your organization proposed for the contract.

N/A

6. Attach a Balance Sheet and Statement of Profit and Loss of the proposing firm from the preceding calendar year, certified by either an appropriate Corporate Officer, or an Independent Certified Public Accountant. If proposing firm is a privately held corporation providing such records, for City review, at a time and place convenient to the City, will satisfy this requirement.

See Appendix A

Attachment N

ATTACHMENT "N"

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	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.



Jean F. Burleson, President

5 Dec 14

Date

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1.0 Technical Response [RFP §II ¶14]

G4S Integrated Services, LLC (G4S IS) is pleased to respond to the City of Fort Lauderdale, Florida's Request for Proposals (RFP) for Fleet Maintenance and Management Services and Central Warehouse services.

In order to prepare an accurate, complete, and cost effective proposal we reviewed the solicitation and attended the Pre-Proposal Conference and site tour held on November 10, 2014. We acknowledge the receipt of Addendum No. 1 issued on November 13, 2014 and have incorporated all information received from the City of Fort Lauderdale (the City) into our Technical and Price Proposal. We have submitted what we believe to be a fully compliant proposal that responds to all the City's requirements.

Our company offers the City of Fort Lauderdale a "low risk solution" as it makes a decision on its next Fleet contractor. We not only have experience managing and maintaining a variety of vehicle and equipment types in the commercial and Government arenas, but also in working together with our customers as partners. Our solution for the City of Fort Lauderdale includes:

- ◆ **Current and past experience for local governments.** G4S IS has managed and performed on contracts for the Cities of Pembroke Pines, FL; Allentown, PA; White Settlement, TX; Arlington, TX; Carrollton, TX; Addison, TX; and Big Spring, TX. We have also had contracts with Hamilton Township, NJ; the Township of Neptune, NJ; Weld County, CO; Montgomery County, MD; and Kershaw County, SC among others.
- ◆ **Site and corporate personnel who have successfully managed fleet contracts.** G4S IS currently holds 18 fleet contracts across the country. Our Fleet Director has more than 33 years' experience in the fleet maintenance business and our proposed General Manager for this contract has 30 years of experience on similar contracts.
- ◆ **Experience and the ability to perform all services required on this contract.** G4S IS manages more than 26,000 vehicles nationwide. From Federal Government contracts to State, City, Local, and private industrial contracts, we demonstrate—each and every day—the capability to perform all requirements outlined in the RFP. Our fleet management and maintenance capabilities include all tasks currently required on the City of Fort Lauderdale's contract including preventive maintenance, repairs, inspections, road calls, quick-fix tasks, vehicle preparation and disposal, fueling, and parts procurement.
- ◆ **Innovation and industry best practices that offer optimal performance and efficiency.** G4S IS is able to offer techniques and suggestions for updating and improving on operations performance at all facilities on this contract. These best practices will be aimed at controlling long- and short-term costs, improving service or equipment performance, and reducing the environmental impact of the facilities.
- ◆ **Ease of mind that comes from a sound technical approach to managing this contract.** G4S IS will provide trained and qualified personnel to perform all requirements on this contract. Our corporate office will oversee operations and be available 24/7/365 to assist the City with any needs you may have and our use of the FASTER FMIS ensures complete, accurate, and immediate access to information about your fleet. We will use only the most



proven equipment, processes, procedures, and parts to make this contract a complete success at every level.

- ◆ **Proven commitment to our customers.** G4S IS is recognized for delivering high-quality fleet services. We provide the highest level of skill, quality, value and professionalism in the industry. Our dedication was recently affirmed when, for the third year in a row, *Government Fleet Magazine* identified G4S IS's Montgomery County, Maryland team as one of the "Top 100 Fleet Maintenance Operations" in the country. To be recognized among 38,000 active fleet maintenance operations is truly a testament to our commitment to customer satisfaction and quality of operations.

For these reasons, and for the management approach outlined in our Technical and Price proposals, we ask that you choose G4S IS as the next contractor for the City of Fort Lauderdale. Our technical capabilities, commitment to customer service, and overall experience offer a low risk answer to your needs.



1.1 Corporate Overview [RFP §II ¶4.1]

G4S Integrated Services has evolved into an industry leader in fleet management and maintenance. We have earned our reputation for excellence by consistently providing solutions for the problems that confront today's Government and commercial fleets, such as:

- ◆ Individual vehicle users require fast, efficient services
- ◆ There are few, if any, spares available
- ◆ Vehicle use is high and lifecycles are longer
- ◆ Repair and maintenance schedules are demanding and volatile
- ◆ Performance standards are stringent
- ◆ Support for emergency situations is critical, often at odd hours and for extended periods

We are committed to a partnership with the City of Lauderdale that brings both a high level of service and a standard degree of consistency to its service, reporting, and parts acquisition and inventory. We will become a part of your community while providing expert fleet management services. With our network of local suppliers that support our efforts, we will be trusted partners in maintaining your fleet and will add value to the City's operation.

G4S IS's experience enables us to minimize costs, maintain flexibility and productivity, and meet all performance requirements. We constantly seek to improve our contract performance by frequently and objectively analyzing our work methods, skill-mix, organizational structure, and labor and parts resources. We rely heavily upon actual cost and productivity data to pinpoint areas for improvement and track industry state-of-the-art innovations that often directly impact fleet readiness.

Although many issues facing the City of Fort Lauderdale are not unique, G4S IS views each contract and customer as unique; what we do on one contract may not work with another. We evaluate each site on its own merit, weighing potential benefits against risks and costs. When we find areas for improvement, we will discuss potential solutions with you and act upon your input. Using this proactive approach, we take the lead in service quality improvements rather than merely waiting for our customers to make suggestions. G4S IS offers proven service solutions at a reasonable and realistic price.

G4S IS draws upon our significant experience to achieve each of our customers' objectives. By adopting these objectives as our own and measuring ourselves against them, we ensure that our performance consistently meets or exceeds expectations.

It is important to note that G4S IS has never defaulted on any of its contracts nor have we had a performance bond called. We have a reputation for prompt payment to vendors and service providers—these are major points to consider when evaluating a contractor. We have been providing world-class services to municipal, City and other Government customers for 30 years.

Our dedication to improving service levels was recently affirmed when for the third year in a row, *Government Fleet Magazine* identified G4S IS's Montgomery County, Maryland team as one of the "Top 100 Fleet Maintenance Operations" in the country. To be recognized among



38,000 active fleet maintenance operations is truly a testament to our commitment to customer satisfaction and quality of operations (**Figure 1.1-1**).

To effectively partner with our customers, we emphasize transparency in our operations. We will not only provide reports as specified in the Request for Proposal, but will proactively share all performance information. Together, we can identify positive or negative trends, correct or proactively prevent problems, and continually improve the value of our services. We maintain focus on a simple set of core values:

- ◆ Singular focus on customer satisfaction
- ◆ Honesty and transparency in all we do
- ◆ Treat our customers' resources like our own
- ◆ Always find ways to improve

We have a strong track record of implementing cost savings initiatives. G4S IS will continue to work with City Management to explore and implement industry best business practices throughout the program.

1.1.1 Bidding Entity

The bidding entity for this solicitation is:

G4S Integrated Services, LLC
4800 Overton Plaza, Suite 380
Fort Worth, TX 76109

Federal Tax ID: 33-0379048

Florida Registration Number: F12000001836



Figure 1.1-1: Achievement Award. Montgomery County, MD is recognized as one of the top fleets by Government Fleet Magazine.



1.1.2 Contact Information

The City of Fort Lauderdale may contact the following about information related to this effort:

Mr. Jean F. Burluson, President
 G4S Integrated Services, LLC
 4800 Overton Plaza, Suite 380
 Fort Worth, TX 76109
 Phone – (817) 377-5858
 Fax – (817) 377-5897

The following is information related to the management within our organization.

Title	Name	Address
Director	Paul P. Donahue	7121 Fairway Dr., Suite 301 Palm Beach Gardens, FL 33418
President	Jean F. Burluson	7121 Fairway Dr., Suite 301 Palm Beach Gardens, FL 33418
VP	Kevin P. Ingley	7121 Fairway Dr., Suite 301 Palm Beach Gardens, FL 33418
Treasurer and Director	Laura V. Thomas	7121 Fairway Dr., Suite 301 Palm Beach Gardens, FL 33418
Secretary	Susan Pitcher	7121 Fairway Dr., Suite 301 Palm Beach Gardens, FL 33418
Director	Kevin A. Conry	7121 Fairway Dr., Suite 301 Palm Beach Gardens, FL 33418

1.1.3 Firms with 3%+ Interest in this Contract

G4S IS is bidding this contract independently. We will have 100% ownership interest in the contract.



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1.2 Approach [RFP §II ¶4.2]

G4S IS will provide each of the services outlined under the terms of this RFP and other allocated services as may be required to provide economical and safe operation of the Fort Lauderdale fleet. We understand the objectives of this procurement are to: 1) reduce fleet downtime and cost; 2) increase reliability; and, 3) assure the protection of the City's overall investment in its fleet. To meet these objectives, G4S IS will employ trained and qualified management, technicians, and administrative staff to meet all management and maintenance requirements of the contract.

1.2.1 Terms of Agreement [RFP §I ¶2]

G4S IS understands the fleet will consist of approximately 1,550 vehicles and other pieces of equipment to be maintained. We are fully cognizant of the requirements to provide preventive maintenance, scheduled and unscheduled repairs, vehicle disposal and all of the other requirements iterated in the RFP. We will provide a robust parts support capability which will be provided by Bennett Auto Supply, one of the largest parts distributors in Florida. They are committed to this contract and bring a new and energetic approach to customer support.

The overall concept of operation to support this contract is capped by G4S IS's impeccable reputation in the fleet maintenance industry. We have the knowledge, experience, and resources to meet any challenge of this contract.

1.2.1.1 COMMENCEMENT OF OPERATIONS [RFP §I ¶2.1]

G4S IS is prepared to begin services under this Contract starting at 12:01 AM on February 1, 2015 or on date of award, whichever is later.

1.2.1.2 TERM [RFP §I ¶2.2]

We understand that the initial term of this contract is three years with the option to extend the term of the Agreement in accordance with the conditions of the contract. We further understand that either party (the City or G4S IS) may terminate the agreement with written notice being provided to the other party not less than one hundred fifty (150) days prior to the desired termination date.

1.2.1.3 OPTION PERIOD [RFP §I ¶2.3]

G4S IS understands that the City of Fort Lauderdale has the option of extending this contract twice for up to two years under each option to increase this contract to a total of seven years. We further understand that the City will provide sixty (60) days' notice of any intent to extend the contract and will notify G4S IS of the exact length of that extension in that notice.

1.2.1.4 AGREEMENT MANAGEMENT [RFP §I ¶2.4]

We understand that the Department Director and/or their designees will be authorized to represent the City on all matters relating to any contract resulting from this RFP process. We understand that any disputes may be submitted to the Department Director for resolution.



1.2.1.5 DISPUTE RESOLUTION [RFP §I ¶2.4]

We are aware that the City of Fort Lauderdale’s established policies and procedures dictate that all problems that cannot be resolved between a vendor and the Department Director must be submitted to the Assistant City Manager. We understand that this policy dictates that each party will be given the same opportunity to present its position to the Assistant City Manager and that the Assistant City Manager will render a decision within twenty (20) days. While we do not anticipate any problems that would reach this level, we understand that any decision of the Assistant City Manager is final.

1.2.2 Garage and Equipment [RFP §I ¶3]

1.2.2.1 LICENSE TO USE CITY GARAGE FACILITIES AND EQUIPMENT [RFP §I ¶3.1]

G4S IS knows that it is the City’s intent to allow the fleet services provider a non-exclusive license to use the City’s garage facilities. Prior to the commencement of this contract, we will enter into an agreement with the City for the purpose of using the Central Maintenance Garage located at 220 SW 14th Avenue, Fort Lauderdale, Florida 33312 for the performance of this contract.

Within 30 days of award and prior to occupation of the facilities, we will jointly perform an environmental and safety inspection of the garage and identify any pre-existing conditions and/or deficiencies in the buildings, utility systems, equipment, and other assets. We will notify the City of any identified hazardous conditions in accordance with RFP Section I, Paragraph 3.1 of the Statement of Work.

Within 10 days of the contract award, G4S IS will schedule a joint inspection/inventory with representatives of the City to in accordance with the requirements of RFP Section I, Paragraph 3.1. We will document the results of this inspection and repeat the inspection/inventory on an annual basis. All reports will be delivered to the City at least two weeks prior to the Annual Meeting between G4S IS and the City.

We will acknowledge receipt of all material on the equipment list provided by the City in writing, once this material has been identified in the Annual inventory. This equipment list will be revalidated on an annual basis during the annual inspection/inventory addressed above.

We will maintain these facilities and perform preventive maintenance on the associated equipment as part of our contract. Should equipment require repair beyond normal maintenance, we will notify the City and coordinate the repairs.

G4S IS will be responsible for disposal of refuse generated from the performance of work under the RFP, we will participate fully in the County’s recycling goals, and our policies preclude using County assets to perform work on vehicles that are not owned, leased, or approved by the City.

1.2.2.2 GARAGE UTILITIES [RFP §I ¶3.2]

G4S IS understands that basic utilities—water and electricity—will be provided by the City for the garage and that our personnel should apply reasonable conservation measures to reduce utility costs. We also understand that while we may use the City’s phone system, we will be responsible for all local, long distance, and equipment charges.



1.2.2.3 GARAGE AND EQUIPMENT MAINTENANCE AND REPAIRS [(RFP §I ¶3.3)]

On this contract, we understand that the interior, exterior and structure of the physical garage facilities will be maintained by the City including repairs, maintenance and/or renovations unless such conditions are due to our negligence. We further realize that the City will provide repairs and maintenance of the facility structure, paved surfaces and shop systems, as long as G4S IS was not negligent. We will inform the City of such conditions and assist with minor and emergency repairs as required.

We will perform maintenance on all Service vehicles which are part of the City's fleet.

The Vehicle Maintenance Performance Standards addressed in this contract will be met regardless of garage and shop equipment maintenance and repair needs. Meeting these requirements will be accomplished through the use of extending working hours to better use limited equipment resources, renting temporary replacement shop equipment where cost effective, or even pursuing outside vendors to fulfill short term requirements should critical shop equipment be taken out of service.

We will obtain and keep all current permits and licenses necessary for the operation of the facility. Should any facilities features, utility systems, equipment furnishing or other assets be damaged by our personnel, we will restore them to their pre-damaged condition at no additional cost to the City.

G4S IS will be responsible for all interior and exterior housekeeping including, but not limited to performing Janitorial Services. We will supply our own supplies to aid in these efforts.

1.2.2.4 GARAGE EQUIPMENT CHANGES [RFP §I ¶3.4]

G4S IS understands that the City does not provide hand tools, and it is our responsibility to ensure our technicians have the common hand tools needed to perform their tasks. We further understand that the City will allow G4S IS to use the equipment and tools that are already in place in the garage facilities and that new or replacement equipment may be added to perform the services required in this RFP at any time. It will be our responsibility to maintain this equipment and update inventories appropriately throughout the contract.

We recognize that the City will allow G4S IS may make recommendations to replace or acquire new equipment as needed. The City will evaluate and approve/disapprove these recommendations as appropriate. Should items be added to the inventory, we will assume responsibility for them upon their installation.

G4S IS will be responsible for the care and security of all City provided tools and equipment. We know that if we change the locks for the facility at any time, we are responsible for ensuring that all needed users receive new keys and/or codes. Duplicate keys for all re-keyed locks will be provided to the Department Director and/or their designees and identified by tags.



1.2.3 Targeted Services to be Performed [RFP §I ¶4]

G4S IS can provide the full scope of services identified in the RFP for Fleet Maintenance and Management Services to support the City of Fort Lauderdale. As an established Fleet Services contractor, we understand the complexities and time constraints that drive the day-to-day management decisions required of a Fleet Manager.

We recognize that the City’s fleet contains a wide spectrum of vehicles and equipment including:

- ◆ General purpose sedans, pickup trucks and vans
- ◆ Police cruisers and undercover vehicles
- ◆ Fire department and life safety equipment (including ambulances)
- ◆ Construction equipment
- ◆ Public works equipment
- ◆ Auxiliary equipment



We understand that these vehicles are essential to the operation of and services provided by the City. Therefore, the fleet must be maintained in the highest practical state of availability. We know the fleet is under the control of various departments, each of which have their own availability standards, special maintenance requirements, repair priorities, and budget constraints. In providing services to these various departments, we will adhere to a priority system authorized by the City.

Our solution for this effort includes all contract management, shop and administrative labor, licenses and permits, insurance, bonding, management of repair parts and supplies, as well as, fabrication and mobile maintenance services.

In addition, G4S IS will use the FASTER FMIS while working for the City of Fort Lauderdale. In the past, whenever possible, we have worked with our customers to convert from their existing FMIS systems to the FASTER system. These efforts have resulted in both savings of time and money for our customers.

1.2.3.1 PREVENTIVE MAINTENANCE [RFP §I ¶4.1]

The purpose of Preventive Maintenance is to maximize a vehicle’s availability, operating efficiency and service life while minimizing unscheduled breakdowns and safety hazards. We will perform regularly scheduled maintenance actions in accordance with the City’s and manufacturer’s guidelines to ensure that all vehicles are available in a safe, operable condition and fully capable of performing their function of intended use.

Preventive Maintenance will be broken down into two levels of service—a routine “PM-A” and a more comprehensive “PM-C.” Preventive Maintenance will be performed at intervals of 3,000 miles/three months of service, or by the OEM recommendations, whichever is more restrictive. We understand that the Special Classes (Police, Fire, and EMS) will be checked at greater frequency due to extended usage.



Preventive Maintenance A – 3,000 Miles or 3 months

At each interval, we will perform the following basic PM-A services for all vehicles:

Safety Checklist

Tires	Record tread depth of all tires (a minimum of 3/32 tread depth shall be maintained, 5/32 for emergency and essential use vehicles)
Lights	Exterior and interior lights and gauges
Inspect	<ul style="list-style-type: none"> ◆ Windshield wipers ◆ Fluid levels ◆ Battery and charging system; also, clean terminals and check cables ◆ Heating/air conditioning system ◆ Exhaust system, exhaust hangers and clamps ◆ Steering and suspension ◆ Frame, cross members, and body joints ◆ Drive shaft/U-joints ◆ Air & hydraulic systems ◆ Brakes ◆ Filters ◆ Specialty lights, equipment, and electrical systems ◆ Seatbelts ◆ Windshield, windows and mirrors
Inspect Critical Components	Such as hoses and belts; replace any worn or damaged components
Inspect Vehicle Appearance	Body damage, rust, and interior condition, etc.
Engine Oil and Oil Filter	Change and sample
Lubricate	Chassis, hinges, and locks access
Emission Controls	Service
Brake Inspection	<ul style="list-style-type: none"> ◆ Per manufacturers' recommendation ◆ Includes Police cruisers
Cooling System	Service if needed
Starter/Charging System	Check and repair or replace deficient components
Air cleaner element	Inspect, replace as needed

Figure 1.2.3.1-1: Safety Checklist. G4S IS' PM-A Schedule is designed to maximize vehicle availability and operating efficiency.

Preventive Maintenance C – Every Fourth Intervals

In addition to the items listed in PM-A, every fourth interval we will also perform the following:

- ◆ Rotate and balance the tires, if needed
- ◆ Inspect and service the wheel bearings
- ◆ Scope the engine and set parameters if needed
- ◆ Service the automatic transmission (includes adjustment, fluid change and filter per manufacturer's specifications). Sample transmission and differential oil
- ◆ Tune engine if needed and test emissions
- ◆ Complete brake inspection



Routine Maintenance and Repairs

G4S IS Technicians perform a Functional Road Test upon completion of PM work and safety-related repairs or adjustments. During the Road Test, the Technician verifies that the vehicle or piece of equipment is safe to operate before being returned to service. The Road Test will emphasize the proper function and operation of the repaired or adjusted parts or systems. Any deficiencies are noted and corrected before release of the vehicle to the user. Results of the Road Test are documented on the Repair/Maintenance Order.

Yearly Maintenance and Inspection

G4S IS ensures that we provide all required annual inspections and certifications for City vehicles and equipment by incorporating these requirements into the PM Schedules, adding specific inspections and testing to our PM Checklists for those units.

In advance of the state inspections, G4S IS will pre-inspect and test vehicles to ensure compliance with Federal and State regulations. By leveraging the power of the FASTER FMIS, we will ensure that all State inspections are scheduled within the one month window prior to registration expiration and notify the users of their scheduled inspection date and time.

Please note that G4S IS has never failed a Federal or State DOT inspection.

Non-Vehicular Equipment

G4S IS will maintain compliance with vehicle/equipment manufacturers' specifications for hourly-based maintenance.

Scheduling

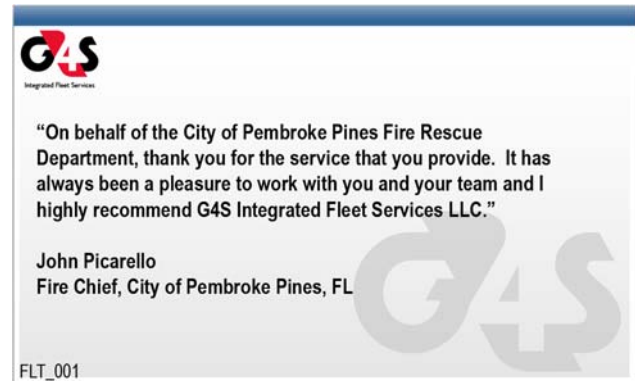
Scheduling is the key to ensuring that PM Inspections are performed on time, every time. The flow chart in **Figure 1.2.3.1-2** shows our scheduling and execution process for PM.

Notification and Follow-Up—G4S IS will

notify all City User Departments a minimum of two weeks in advance in writing of the scheduled service date. We also provide each department with a printed report from the FMIS at the beginning of each month listing all vehicles in that department which are due for service within the next 30 days. Our General Manager or his designee will schedule each vehicle for service. User Departments will be responsible for delivering vehicles to the shop on the scheduled service due date. This advance notification process will minimize unanticipated disruptions for User Departments.

Missed Appointments—Vehicles that fail to show up for PM Service when scheduled are rescheduled and the missed PM is noted on our Weekly Report. A comprehensive listing of all missed PMs will be included on our Monthly Report. Those units which fail to appear on the rescheduled date will be reported to the City Department Liaison, who is requested to contact the User Department Head and request immediate delivery of the vehicle.

Vehicle Completion—G4S IS will notify the vehicle user when the work is completed. We also notify the User Department of needed repairs discovered in the process of servicing the vehicle. Whenever practical, such repairs are performed at the time of discovery, unless abuse is





suspected or when said repairs cannot be completed within the established turnaround time for PM Service. No vehicle will be returned to the user if a safety defect exists. However, non-safety-related repairs may be deferred and rescheduled at a later date if they cannot be reasonably accomplished in conjunction with the PM Service.

Turnaround times for maintenance have been established as the following. Every effort will be made to meet these goals.

- ◆ **Within one-half hour (30 minutes)** – First echelon service on light duty vehicles less than 10,000 pounds gross vehicle weight (especially Police marked take-home vehicles and detective cars)
- ◆ **Within two (2) hours of scheduled service times** – Heavy duty vehicles
- ◆ **No longer than within eight (8) working hours of delivery** – We will complete scheduled PM service on delivered vehicles (with the exception of Fire Department pumpers and aerial ladders (14 hours), sewer cleaning trucks (12 hours), and large street sweepers (12 hours))
- ◆ All vehicles will receive their first PM by G4S IS within nine (9) months of the commencement of contract service.

Heavy machinery and tools (including, but not limited to, large cranes, rollers, large backhoe loaders, and tractors) that are not suitable for “over the road” transport shall be provided PMs by in the field at appropriate intervals using a Field Service Truck program.

Fire apparatus will receive PMs, safety checks, and scheduled and emergency repairs at the Garage Facility. Emergency and other designated repairs will be done in the field at the equipment’s respective storage locations, if feasible when requested by Fire Department, by means of a Fire Apparatus Emergency Road Service Truck program.

No less than ten (10) full-time EVT’s will be assigned to this contract. A certified EVT will be available for 24-hour on-call fire apparatus repairs.

Performance

Figure 1.2.3.1-2 addresses our approach to scheduling and completion of PM actions. A comprehensive plan for PM is meaningless if the maintenance is not performed. By scheduling and tracking the performance of PM through FASTER (our proposed FMIS), we provide our customers a Web-based “window” into the inner workings of our program. By providing this level of transparency; we can assure our customers that not only is the work being performed, but they have visibility in near-real-time to our level of performance.

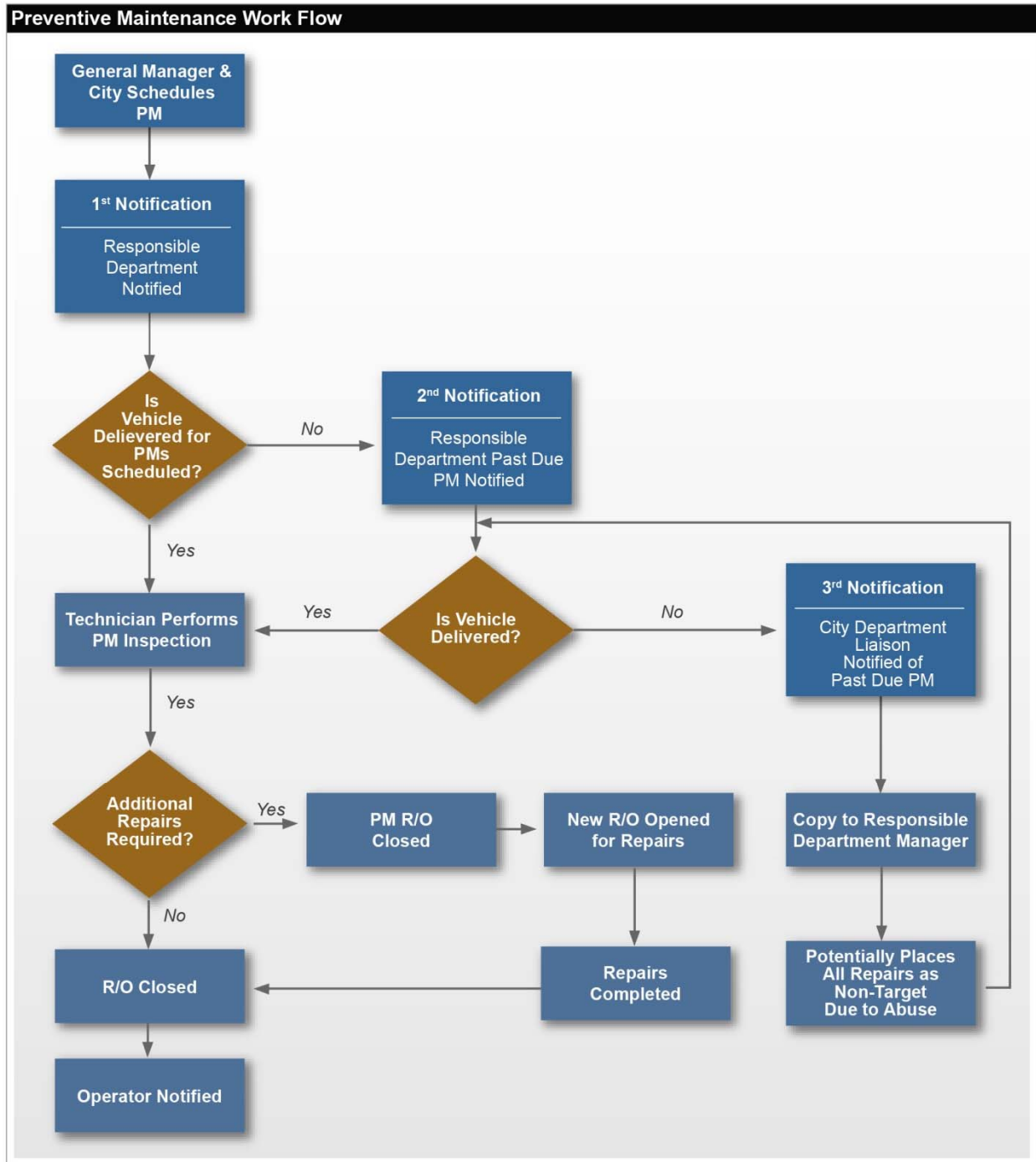


Figure 1.2.3.1-2: Preventive Maintenance Work Flow. G4S IS has a proven, effective process for scheduling preventive maintenance on fleet contracts.



1.2.3.2 VEHICLE DIELECTRIC, STRUCTURAL, & X-RAY SAFETY INSPECTIONS [RFP §I ¶4.2]

G4S IS will ensure that we provide all required inspections and certifications for City vehicles and equipment by incorporating these requirements into the PM Schedules adding specific inspections and testing to our PM Checklists for those units. These inspections and or certifications include but are not limited to:

- ◆ Fire Apparatus Inspections
- ◆ Crane Inspections and Certifications
- ◆ Pump certifications
- ◆ Emergency Generator Inspections

Methods of testing will include but are not limited to:

- ◆ Stress tests (such as that performed on aerial equipment)
- ◆ Intensified fluoroscopic X-ray tests
- ◆ Magnaflux tests
- ◆ Dye penetrant tests
- ◆ Grounding tests (such as for ladders)

In addition to the above inspections and certification all commercial vehicles in the City's fleet will receive an annual Florida Commercial Motor Vehicle Safety Standards inspection.

In advance of the state inspections, we will pre-inspect and test vehicles to ensure compliance with state regulations. By leveraging the power of our FMIS, we can ensure that all inspections and re-certifications are scheduled within the one month window prior to registration expiration and notify the users of their scheduled inspection date and time.

Fire apparatus personnel lift devices will be inspected in accordance with the latest National Fire Prevention Association (NFPA) guidelines and any other applicable industry standards and practices. All fire apparatus pumps and aerial equipment tests and inspections will be completed by certified and licensed personnel or a licensed subcontractor.

1.2.3.3 REPAIRS [RFP §I ¶4.3]

G4S IS will make required repairs to vehicles and equipment that have malfunctioned or broken down or have deficiencies identified during PM inspections or reported by users. Repairs shall be made as appropriate; however, we will work closely with the City to ensure repairs are cost effective and consistent with the City's goals based on vehicle age, mileage, and cost-to-repair criteria.

We use *Mitchel on Demand* to establish standard repair times and every reasonable effort will be made to meet these standard "book" times.

When we estimate repairs to a single vehicle or piece of equipment will exceed \$750 for light duty vehicles; \$1,500 for heavy duty vehicles; or \$1,750 for off road equipment, we will provide the City with a written analysis including:



- ◆ An estimated cost of repair
- ◆ Replacement cost
- ◆ Age of the vehicle
- ◆ Total accumulated mileage
- ◆ Maintenance history for the unit
- ◆ Estimated life of the vehicle after the repair is accomplished

We will provide a similar analysis when the cost of a repair exceeds the fair market value of a vehicle or piece of equipment regardless of classification. This analysis will compare the repair cost to that of a replacement unit along with a recommendation to repair or replace the vehicle/equipment. We understand that the City has the final decision on such decisions and may elect to either proceed with the repair or replace the unit depending on the individual situation. By monitoring these costs closely, we can help the City to control their fleet management costs.

1.2.3.4 DEFERRED MAINTENANCE AND EXTENDING VEHICLE LIVES [RFP §I ¶4.4]

G4S IS will provide the City a monthly report of major components overhauled or replaced with the City's authorization where the required overhaul or replacement was the result of deferred maintenance or user abuse. This report will include justification of our recommendation as to the identification of these repairs. Major components will include:

- ◆ Complete brake systems
- ◆ Engines
- ◆ Transmissions
- ◆ Differentials
- ◆ Final drives
- ◆ Transfer cases
- ◆ Hydraulic systems
- ◆ Frames



Major component overhauls and/or replacements that are needed to maintain a vehicle in service after the vehicle has exceeded its normal replacement cycle and that are authorized by the City will also be included in the monthly report.

1.2.3.5 ROAD CALLS AND TOWING [RFP §I ¶4.5]

We will provide twenty-four hours a day, seven days a week Emergency Road Service to perform minor field repairs or to recover disabled vehicles. We will ensure that at least one mechanic is always available on-call to respond to such emergencies. During business hours, response time within the City of Fort Lauderdale will be 30 minutes or less. Outside normal working hours, allowable maximum response time will not exceed 60 minutes.

G4S IS will coordinate and manage towing services through the City's towing contractor as necessary to support this contract's requirements. The information regarding the reason for



towing, date, and time will be included on the monthly report. By subcontracting these services, we can ensure that we provide timely performance by professionals who don't perform towing services as an additional duty; rather, towing services are their primary function. As such, their knowledge and experience will ensure that city vehicles and personnel are recovered and transported safely and efficiently within established time standards.

1.2.3.6 QUICK FIX [RFP §I ¶4.6]

“Quick Fix” services as those actions that require less than one hour of mechanic's time and do not involve overhaul or replacement of major components. Quick fix services can be performed either in the shop or in the field during normal shop hours. Examples of such work include windshield wiper replacement, air checked and added to tires, topping off fluids and other similar tasks. We will make this service available during normal business hours. These services are not typically considered PM Services.

1.2.3.7 WARRANTY AND RECALL WORK [RFP §I ¶4.7]

Our firm will be responsible for the management of all Warranty and Recall Work for both vehicles and equipment. This work will be done in-house whenever possible; otherwise it will be directed to an appropriate dealer. It is our intent to perform Manufacturer Warranty Repairs in house whenever possible. In addition, should a major recall affect fleet availability, we will work with dealers to have repairs completed onsite to expedite the process. We have performed this work on other contracts and find that it allows us to better serve our customer.

We will track all Warranty Repairs in the FASTER FMIS including parts used, costs associated with the repair(s), reimbursement by the manufacturer, and time required to complete the repair.

1.2.3.8 ROAD TESTING [RFP §I ¶4.8]

A G4S IS Automotive Service Excellence (ASE) certified technician will perform a functional road test upon completion of preventive maintenance work and safety related repairs or adjustments. During the road test, the technician will verify that the vehicle or piece of equipment is safe to operate before the vehicle or piece of equipment is returned to service. The road test will emphasize the proper function and operation of the repaired or adjusted parts or systems. Any deficiencies will be noted and corrected before release of the vehicle to the user.

Results of the Road Test will be documented on the Repair/Maintenance Order and in FASTER.

1.2.3.9 ASSESSMENT OF CONFISCATED VEHICLES [RFP §I ¶4.9]

G4S IS will assist the City in fleet related technical matters, including the assessment of confiscated vehicles. On request, we will evaluate confiscated vehicles for the City and provide a report listing the work required to bring the vehicle up to a safe operating condition prior to being brought into the City's fleet.

We understand that any work performed to bring confiscated vehicles up to standards will be performed on a Non-Target basis, while the maintenance performed after the vehicles are brought into the fleet will become part of the Target work.

Should the City decide not to bring certain vehicles into the fleet, we will assist the City in preparing those vehicles for disposal.



1.2.3.10 NEW VEHICLE PREPARATION AND VEHICLE DISPOSAL [RFP §I ¶4.10]

G4S IS will fully comply with the requirements of the RFP with regard to the preparation of new vehicles as well as the disposal of equipment.

New Vehicle Preparation

We will prepare newly-acquired vehicles for service. Upon receipt of new vehicles, our Project Manager will ensure that our mechanics thoroughly inspect the new vehicles and perform any work needed to verify the new vehicles are safe and suitable to be brought into service for the City. In addition to initial inspections and cleanings, we will install, or coordinate the installation of equipment to include, but not limited to:

- ◆ Cleaning
- ◆ Installation of Fire Extinguishers
- ◆ First Aid Kits
- ◆ Decals and markings
- ◆ Vehicle Numbers and Department names
- ◆ Accessory Equipment
- ◆ Specialty Equipment
- ◆ Roof Lights and Light Bars
- ◆ Security Screens
- ◆ Rear Seat Inserts
- ◆ Gun Locks
- ◆ Trailer Hitches
- ◆ Trunk Organizers

We will coordinate the installation of radio equipment with the City’s Information Technology Services Department’s (ITS) radio shop and computer and/or camera installations and GPS/AVL equipment with the City’s ITS and/or their provider. The installation of computer/video equipment will be coordinated with the Police Department or their service provider.

Before new vehicles are released into the City’s fleet, we will thoroughly inspect each new vehicle to determine if it is operating correctly, including topping off all vehicle fluids. Should our inspections reveal that additional work is needed to bring a vehicle into service, we will document the additional work as well as a complete time and material cost of these services. This data will be submitted to the City for possible reimbursement by the new vehicle vendor and/or the out-sourced vendor.

All newly acquired vehicles will be entered into the FMIS and will be thoroughly cleaned prior to delivery to the operator. Upon delivery to the new operator, we will provide a basic walk through of the vehicle and will coordinate any vendor-provided operator training. If the vehicle is a replacement for an existing vehicle in the City’s fleet, we will coordinate the exchange of the existing vehicle.



Vehicle Disposal

G4S IS will also decommission vehicles at the end of their service life. The decommissioning process will be unique for each piece of equipment to be disposed, but will generally include:

- ◆ Removal of license plates
- ◆ Removal of special equipment, decals, and markings
- ◆ Removal of interior and exterior equipment
- ◆ Exterior and interior cleaning
- ◆ Performance of minor repairs
- ◆ Ensuring that the appropriate documentation associated with the disposal of the vehicle is kept complete and up-to-date

We will work closely with the City's contracted auctioneer to prepare for periodic vehicle auctions and will assist the auctioneer as required on the day of each auction.

Pending final disposition, vehicles will be parked on City property at a location acceptable to both G4S IS and the City. We will not strip any parts from these vehicles without express approval of the City.

Should the City allow other municipalities or local governments to participate in the City's auctions, we will assist the City by protecting and treating these vehicles in the same manner as the equipment being disposed of by the City of Fort Lauderdale. This support includes the provision of adequate parking space inside the City's Central Garage Maintenance and Repair Compound or other designated location.

1.2.3.11 ACCIDENT AND VANDALISM REPAIRS [RFP §I ¶4.11]

Upon notification of an accident or vandalism involving a fleet vehicle, our Project Manager will work with the City to evaluate the needed repairs and determine the most efficient and cost effective means of making the required repairs.

Our involvement includes:

- ◆ Obtaining repair bids (unless otherwise directed a minimum of three competitive bids will be provided to the City, one of which can be from G4S IS)
- ◆ Transporting vehicles to and from the repair site
- ◆ Verifying Quality Assurance and timeliness of the repairs
- ◆ Payment of invoices (charged as non-contract on the Provider's monthly invoice and not part of the Targeted budget)
- ◆ Coordination with Risk Management for collection property damage claims
- ◆ Making needed repairs if our bid is selected by the City



1.2.3.12 WELDING AND FABRICATION [RFP §I ¶4.12]

G4S IS believes that to continually offer best value to our customers; we must provide more than simple oil changes and tire rotations. To this end, we employ ASE-certified Technicians on our contracts that have experience in welding and fabrication.

As required, we will employ at least one technician on this contract who can weld and repair tailgate hinges; fabricate and install hinge pins for dump truck bodies; repair buckets on loading equipment; repair and modification of Fire apparatus including, but not limited to, knobs, rods, tubes, brackets, vehicle door hinges, housings, sleeves, and bushings.

1.2.3.13 INVESTIGATIONS AND AUDITS [RFP §I ¶4.13]

Upon request, G4S IS will support and provide technical advice in any fleet related investigation. Such fleet related investigations include accidents, fire, technical issues, etc. This support may include failure analyses and audits related to the City's fleet.

1.2.3.14 MOTOR POOL (LOANERS) AND FLEET SHARING VEHICLES [RFP §I ¶4.14]

G4S IS will assist the City with the Motor Pool and fleet vehicle sharing as required to effectively sustain the program. Anticipated tasks required on this program include:

- ◆ Managing the reservation system
- ◆ Issuing clean vehicles to City staff in accordance with City procedures
- ◆ Transport motor pool vehicles as well as fleet sharing vehicles between the Fleet Garage Facility and their respective location (as required)
- ◆ Maintain records and provide reports as directed by Fleet Services

Additionally, we will assist the City with evaluation and implementation of alternate Fleet sharing transportation solutions such as Zip-car, Government partnerships, etc.

1.2.3.15 USER ABUSE REPAIRS [RFP §I ¶4.15]

As a responsible fleet contractor, we will notify the City of all possible repairs caused by suspected user abuse. Our Project Manager will work closely with City representatives to determine if repairs are in fact due to abuse/misuse and then evaluate needed repairs. We will document each case and provide this documentation to the City Contract Administrator.

If the damages are determined to be the result of abuse/misuse, the work will be performed as non-target work, but will not commence until the user's department provides an account number or a Risk Management claim number to pay for the repairs. If it is found that the damages are not the result of abuse/misuse, the work will be performed as target work.

1.2.3.16 EMERGENCY SERVICE [RFP §I ¶4.16]

G4S IS is prepared to meet the requirements as outlined in the request for proposals regarding our response to emergency situations (including hurricanes, tornados, and major storms). Assistance will be provided throughout the duration of the emergency 24 hours a day, seven days a week as required. We will conform to the requirements in the City's Continuity of Operations



Plan (COOP) and we will staff throughout the emergency accordingly. Upon notification of an emergency, our personnel will be on-site and ready to perform within one hour.

Labor (overtime) incurred during an emergency will be treated separately from the annual maintenance and service budget; however, any parts replaced during an emergency will be included in the Budgeted Costs. The only exception will be part failure attributable to operator abuse or neglect. This will be considered Non-Targeted Operating Budget maintenance and a service cost.

G4S IS has had experience with emergency operations and disaster recovery (hurricane damage) at our contract site in Pembroke Pines, Florida. We maintain Contingency Plans and Emergency Operating Procedures for such situations and will be ready to perform as needed.

1.2.3.17 WASTE MANAGEMENT [RFP §I ¶4.17]

G4S IS will ensure that all hazardous materials and wastes generated by maintenance services we provide are properly handled, stored and disposed of in accordance with all local, state and federal regulations. We will obtain all required permits and licenses and provide copies of same to the City. We will maintain detailed accurate records on all hazardous chemicals and wastes generated in our operation of this contract, to include the origin, use, transportation and ultimate disposal of all such substances. We will take full responsibility for all waste disposal actions under this contract, thereby protecting the City from any claims that may be brought by individuals or regulatory agencies. We will only hire qualified subcontractors regarding waste removal and disposal and will seek out those that carry the MCS 90 Form Insurance and sufficient liability insurance when removing, recycling, or disposing of all hazardous materials.

To provide a safe work place and maintain strict compliance with all federal, state and local environmental safety laws and in lieu of the importance we place on this aspect of contract management, G4S IS has developed a written Hazardous Substances Awareness Program to comply with the requirements of the Federal OSHA Standard 29 CFR 1910.1200(e). This program includes guidelines on identification of chemical hazards and the preparation and proper use of container labels, placards, and other types of warning devices. Our Project Manager and our corporate staff will ensure that training and information necessary for the safe use, handling, and storage of hazardous chemicals is provided to all employees. The following areas are major topics identified in the Hazardous Substances Awareness Program:

- ◆ Employee Training
- ◆ Hazard Identification/Emergency Response
- ◆ Chemical Inventory
- ◆ Container Labeling
- ◆ Material Safety Data Sheets (MSDSs)
- ◆ Federal OSHA Standard 29 CFR 19.10-1200
- ◆ PEOSHA/Right To Know Information

Our Hazardous Substances Awareness Program Handbook will be located in the Project Manager's Office and made available to all employees.



With regard to wastes generated in the performance of this contract, our Environmental Control Plan includes, but is not limited to, the following waste disposal policies addressed in **Figure 1.2.3.17-1**.

G4S IS Waste Disposal Practices

Disposal Item	Disposal Policy
Tire Disposal	G4S IS will render tires non-usable prior to disposal, and will dispose of all used tires in accordance with Local, State, and Federal Regulations. Tires will be disposed of at least monthly or more frequently as required to eliminate unsightly storage areas.
Battery Disposal	We will enter into contract with our local battery supplier to purchase batteries on an exchange basis in order to eliminate the storage of unserviceable batteries. Used battery cores will be stored in a well-ventilated area and protected from spills and leaks.
Waste Oils	Used oils will be collected for licensed disposal. An approved oil tank will be used for storing the used oil in the work area. In addition, we will dispose of all fluids, oils and/or other liquids that have collected in the vehicle lift pits and skimmers at the garage facility. Used oil filters will be drained for 24 hours and then crushed. We will contract with a local company, licensed in waste disposal, to remove spent filters on a regular basis and provide proper legal disposal.
Parts Cleaning Solvents	Only approved cleaning basins with solvent collection and spill guards will be used for parts cleaning in the shops. Cleaning solvents shall be replaced only by an EPA-licensed company specialized in providing this service.
Air Conditioner Refrigerants	As required by the Stratospheric Ozone Protection Law and the Clean Air Act Amendment of 1990, Public Law 101549, we will use an approved Freon Recovery and Recycling System when repairing and servicing air conditioning units.
Waste Coolant	Used antifreeze, if not collected and reprocessed in the shops by recycling machines, will be placed in a 55 gallon drum with markings to identify the product. Funnels, preferably screw-on type with locking cap, will be used to prevent spills. G4S IS will contract with a licensed local firm to provide proper disposal.
Brake Linings	At all times, the applicable Federal, State and Local Regulations regarding asbestos control/exposures/health protection will be observed for worker safety. Used brake linings will be neutralized by sealing them in plastic bags or placing them in a box prior to disposal.

Figure 1.2.3.17-1: G4S IS’ Waste Disposal Practices. G4S IS meets or exceeds standard industry practices for waste management and disposal.

Should a requirement arise for a Clean-Up Plan to be prepared and implemented, we will fully comply with the requirements of the RFP to complete the process.

1.2.3.18 FUEL STATION MANAGEMENT [RFP §I ¶4.18]

G4S IS will coordinate repairs at the City of Fort Lauderdale’s five refueling sites to assure an un-interrupted flow of fuel transaction data to the fuel management system. This work will be performed as a Targeted budget item. If there is a problem with the system at one of these sites, we will notify Fleet Services of the estimated technician response time within two (2) hours of the time the problem is reported.

We will be responsible for data collection and record keeping and for collecting, analyzing, and reporting fuel and related information as required by the City and according to EPA and State regulations. We will administer agreements for maintenance and repair of pumps, dispensers, hoses, nozzles, air compressors, fire suppression equipment, line leak detectors, automatic leak detection units, filters, associated conduit and wiring, phone lines, modems for data communication, and other items and for fuel site cleaning and re-supply. G4S IS will be directly responsible for monitoring and requesting fuel terminal maintenance and repair for the automated fueling system 24/7 as a Targeted budget item. We understand that the costs of all



associated pump, automated fuel system, fuel station repairs, etc. are the responsibility of the City.

We will be present during fuel deliveries to:

- ◆ Record and verify the amount of fuel delivered
- ◆ Observe the delivery process
- ◆ Report any problems
- ◆ Inject fuel additives, stabilizers, etc. (purchased by the City) into the fuel tanks as directed

We will conduct a visual inspection on all fuel site locations according to City procedures. Locations with a capacity of over 30,000 gallons will be inspected during the course of each fuel delivery; those with a capacity of 10,000 gallons or less will be inspected twice a month. We will keep a log of the results of each inspection on site.

We will conduct and log visual inspections of the fuel storage areas as required by City procedures. On a daily basis, we will verify the amount of water in the storage tanks at the three main sites. When the water level exceeds two inches in depth, we will notify the City in accordance with the City's Standard Operating Procedures, and we will manage the removal and disposal of the water in accordance with all Federal, State, and local regulations and procedures.

G4S IS will monitor inventory levels to identify potential leaks, and identify when fuel needs to be re-ordered so predetermined minimum stocking levels are not violated. We understand that fuel will be purchased after we notify the City that a delivery is required. We will have personnel on call 24 hours a day, 7 days a week to respond to fuel system problems within 30 minutes of notification by the City.

We will notify the City immediately should we identify any problems, including actual or suspected spills, during our site visual inspections; with written notification following within 24 hours. G4S IS will coordinate appropriate notifications with the City.

G4S IS will ensure that we have a minimum of three personnel licensed to drive the City's fuel delivery trucks, and that they are trained in their operation.

1.2.3.19 CAR WASH STATION MANAGEMENT [RFP §I ¶4.19]

G4S IS will not be responsible for performing maintenance at the automated car wash unit, but we will administer agreements with City subcontractors to maintain, repair, and resupply the automated car wash.

1.2.3.20 ADDITIONAL (TARGETED) OPERATING BUDGET SERVICES [RFP §I ¶4.20]

In addition to the target services identified above, under the target portion of this contract, G4S IS will:

- ◆ Service confiscated vehicles
- ◆ Dispose of vehicles not disposed of through the auction process
- ◆ Perform make-ready service on seasonal equipment
- ◆ Assist the City in operator training



- ◆ Check and top-off fluid levels on designated Police marked patrol vehicles weekly
- ◆ Participate in test programs sponsored by approved equipment or parts manufacturers as directed by the City
- ◆ Provide or secure locksmith services
- ◆ Participate in Alternative Fuel Vehicle and fuel consumption and emissions product testing as instructed by the City
- ◆ Inspect and provide fire extinguishers, new or recertified, and refill first aid kits on all City vehicles that are Commercial Vehicles arriving for service. Replacement fire extinguishers and first aid supplies will be provided by the City
- ◆ Develop and implement an oil sampling program

1.2.3.21 ADDITIONAL (NON-TARGETED) OPERATING BUDGET SERVICES [RFP §I ¶4.21]

If additional tasks are required, G4S IS will provide the City with a detailed estimate to perform this additional work including all labor, material and overhead costs. Should the City decide to accept the estimate to perform the additional work, G4S IS will complete Directed Work when tasked to do so. Such work will be performed in accordance with an agreed schedule and level of effort. The cost of each work assignment will not be included in the Target Cost and will be invoiced to the City as Non-Target work.

1.2.3.22 OUTSIDE REPAIRS [RFP §I ¶4.22]

G4S IS will manage all outside repairs that cannot be performed economically in-house. G4S IS will be responsible for continual review of the need for specific outside repairs.

We will manage all repairs to City Vehicles performed by outside vendors, including scheduling, delivery of vehicles, and inspection of work and payment of invoices. We will use local outside vendors for services, such as:

- ◆ Engine/transmission overhauls
- ◆ Body and paint repairs
- ◆ Radiator repair
- ◆ Major glass repair/replacement
- ◆ Upholstery repairs
- ◆ Exhaust repairs/fabrication

Our commitment to excellence will extend to the selection of outside service vendors to support this contract. We will select only businesses with a proven ability to perform quality work at fair prices and meet the contract's demanding time schedules. We recognize that work subcontracted to third party vendors remains G4S IS' responsibility.

When work is to be accomplished through outside services, the vehicles will be inspected prior to delivery to the service provider, and a Work Order will be initiated in the same manner as work performed in the shops. Each Work Order will provide specific details on the work to be performed, material to be provided and delivery schedule, so there will be no miscommunication.



Completed repairs will be inspected when the vehicle is returned after road testing before the unit is released to the user. Any evidence of substandard performance will be reported and documented by our Quality Assurance Program. All jobs sent out to vendors will be closely monitored to ensure that use of outside repair shops versus “In-House” Work remains justified.

1.2.3.23 HOURS OF SERVICES [RFP §I ¶4.23]

G4S IS will operate the City of Fort Lauderdale’s repair facilities between the hours of 7:00 a.m. to Midnight Monday through Friday and from 8:00 a.m. to 4:30 p.m. on Saturdays. We will adjust schedules to insure that Saturday work is not performed as overtime. Our staffing plan reflects EVT staffing to ensure we will be able to service Fire Department vehicles on either day shift, night shift, or on Saturdays without calling in any workers for overtime. The shop will be open every City workday. Should G4S IS operate the shop on a City holiday, work will be performed at straight time rates and we will not expect delivery of vehicles for service by City employees.

G4S IS will ensure that at all times we have at least one on call mechanic to support City vehicle users, and we dispatch a qualified mechanic to the site of every two-alarm or larger fire for the duration of the fire. G4S IS will provide on-call service for all vehicles during emergencies, special events, and other occasions.

1.2.3.24 FLEET MANAGEMENT AND INFORMATION SYSTEM (FMIS) [RFP §I ¶4.24]

G4S IS will maintain all hardware and software necessary for our electronic record keeping and reporting for all services on this contract. The FASTER Fleet Management Information System (FMIS) will provide records of all repairs and servicing activities performed for each vehicle or piece of equipment. A suite of sample records is presented in **Appendix B**.

Our Director of Information Technology, Mr. Dean Bailey, and his staff will provide continuous support, training, troubleshooting, and desk-side support to our on-site staff. In addition to the management of all of G4S IS’ contract and corporate IT resources, Mr. Bailey regularly interfaces with FASTER’s manufacturer, CCG, to evaluate enhancements and address system problems. In fact, Mr. Bailey was the primary developer of the automated preventive maintenance notification system that was later incorporated and released by FASTER.

Our staffing plan includes resources for keeping the FASTER system up to date in real time.

Application Modules

Within the FASTER suite of programs are application modules that form the users’ interface to the system. G4S IS has found that if software intimidates users, they won't use it. Because the FASTER application modules are part of the software suite as a whole, they present a consistent look and feel. This consistency allows even casual users to quickly become comfortable navigating the system. Because the software suite coordinates the modules within windows, FASTER allows almost unlimited access to information without the necessity of switching from screen to screen. The end-user has been considered in every phase of the development process both for ease of use and in fleet activity roles.

The primary FASTER modules include the following:



- ◆ **Equipment Inventory Module:** Provides access to all information about a vehicle from acquisition and disposal to meters, PMs, linked parts and tasks, billing, warranties, configuration data, component information, a comprehensive search capability, a comprehensive historical record, catalog of all parts issued to the vehicle, online vehicle replacement program, and the ability to store images and supporting documentation.
- ◆ **Parts Inventory Module:** Delivers all information about a part in an individual storeroom supplying the base information about the part, its stocking level, EOQ, various classifications and cross references, user defined fields, warranties, audit records, orders and receipts, bar code information transfers, components, history, listing of parts, a search tab and the ability to store images and supporting documentation.
- ◆ **Parts Processing Module:** Handles all transactions for storeroom management including the orders, receipts and issues of parts, quick one step order and receipt, the setup of purchase orders and requisitions, inventory and cyclic inventory including reconciliation tabs, transfers, credits, part and part order search as well as access to parts and task lists.
- ◆ **Work Order Module:** Processes Work Order management transactions from open to close including detailed tracking of down time, labor entry, parts issues, sublet or commercial repairs, miscellaneous costs and credits to the Work Order. It displays equipment information including PMs and warranties for equipment and any components, a comprehensive Work Order detail search engine, a parts issues search, access to parts and tasks lists, as well as the ability to store images and supporting documentation.

Reporting

In support of the FASTER FMIS, G4S IS has found it invaluable to install Crystal Reports, a stand-alone reporting software tool capable of retrieving and organizing data from FASTER as well as other programs and databases. Using this tool FASTER provides more than 100 standard reports. These reports all contain selection and sorting parameters to allow the end user to enjoy flexibility in specifying the selection criteria for many of these reports which reduces the need for further customization of reports.

Each client installation of FASTER includes the FASTER Report Runner which enables the end user to quickly generate reports through a graphic interface. Report Runner training is available through regional training sessions and/or onsite specialized training.

To ease the distribution of the FASTER reports, G4S IS will use a Web Report Server. Through the Web, users with requisite permissions can access reports that query the FASTER database and provide complex data. The reports placed on the Web Report Server can be standard reports or custom reports written specifically for this purpose. This solution can also be used as an Intranet solution for all the FASTER reports in lieu of each client machine executing the reports.

User Training

Training will be provided for new users (G4S IS or City personnel) that would like to attend.



1.2.4 Environmental Aspects [RFP §I ¶5]

1.2.4.1 HOUSE CLEANING [RFP §I ¶5.1]

G4S IS will maintain all work areas in a clean and orderly fashion. We understand that this practice is important for the safety of personnel, the well-being of our environment, as well as the general appearance of the City facility.

We will maintain the shop, offices, and Fleet parking lot free of debris, dirt, clutter, grease, and spills. We will follow Automotive Repair Shop Best Management Practices at all times.

1.2.4.2 ISO 14001 [RFP §I ¶5.2]

G4S IS will follow all City environmental initiatives to include ISO14001 compliance. These initiatives include but are not limited to:

- ◆ Recycle all paper products
- ◆ Recycle all cardboards
- ◆ Recycle all metals
- ◆ Properly dispose/recycle used tires
- ◆ Safeguard storm drain system
- ◆ Proper handling of products that can negatively affect the environment
- ◆ Include a chemical consumption reduction plan to include seeking environmentally safe alternatives
- ◆ Recycle waste oil
- ◆ Properly dispose/recycle antifreeze
- ◆ Recycle batteries
- ◆ Follow City idling policy
- ◆ Follow electricity consumption reduction initiative
- ◆ Train all its employees working under this agreement in ISO14001 compliance as required

Chemicals, Fluids, and Products Proposed To Be Stored and/or Used

We currently anticipate the following chemicals, fluids, and products to be stored and/or used in connection with this Agreement.

- ◆ BG Quick Clean for Automatic Transmissions
- ◆ BG Quick Clean for Power Steering
- ◆ BG Compression Performance Restoration (Compression Performance Additive)
- ◆ BG Air Intake System Cleaner
- ◆ BG 44K[®] Gasoline Additive
- ◆ BG ISC[®] Induction System Cleaner
- ◆ BG 244 For Diesel (Diesel Additive)
- ◆ BG ATC Plus (Automatic Transmission Additive)
- ◆ BG Full Synthetic ATF (Transmission Fluid)



- ◆ BG Power Steering Fluid
- ◆ BG Premium Synthetic Hydraulic Fluid Multi-grade Formula (power steering fluid)
- ◆ BG In-Force (aerosol - general purpose penetrant)
- ◆ BG HCF Waterproof Spray Lubricant
- ◆ BG Universal Cooling System Flush
- ◆ BG Universal Super Cool® (cooling system conditioner)
- ◆ BG Frigi-Flush® II (flush for vehicle air conditioning systems)
- ◆ Extra-Duty 15W-40 Oil
- ◆ SAE 5W-30 Synthetic Engine Oil
- ◆ Mass Airflow Sensor Cleaner (aerosol)
- ◆ PetroSpecs SAE 5W-30 API SN-RC, GF-5

MSDS Sheets for all chemicals, fluids, and products to be stored and/or used in connection with this Agreement will be provided to the City during Phase-In.

At this time, there are no subcontractors proposed to provide services on this contract and therefore, we do not provide chemicals, fluids, or products for other entities.

1.2.5. Parts Operation [RFP §I ¶6]

1.2.5.1 PURCHASING, STOCKING AND ISSUING PARTS [RFP §I ¶6.1]

On this contract, we will maintain an active parts inventory necessary to meet the demands of the City's Fleet to include, but not limited to the following:

- ◆ Fluids and lubricants
- ◆ Fast-moving common maintenance items (filters, spark plugs, belts, hoses, and thermostats)
- ◆ Common replacement components (starters, alternators, brake parts, headlamps, water pumps and clutch parts)
- ◆ Bench stock items (fasteners, fuses, bulbs, aerosols, solvents, electrical connectors, etc.)
- ◆ Consigned inventory (rebuilt transmissions, engines and batteries)

Based on our experience with this specific fleet, our stocking levels (and safety stock) are proportionate to the fleet requirements. In addition we will track usage in FASTER and tailor our stocking patterns to Fort Lauderdale's specific needs. We will also increase the number of parts we maintain as needed. All parts supplied will meet or exceed the specifications of the original manufacturer. We will use local vendors wherever possible and we have national agreements with vendors who have a South Florida presence who supply parts to our Pembroke Pines, Florida contract. Using these proven vendors allows us to support the local economy while receiving the pricing benefits of using high volume nationwide agreements.

As addressed previously, G4S IS is proposing to use the FASTER FMIS. FASTER includes a "Parts Inventory" and "Parts Processing" Module. We uses FASTER on all fleet contracts and have a history of leveraging the power of the system to control costs associated with maintaining



a large parts inventory, while ensuring that the right parts are on hand when needed. An inventory report generated by FASTER is shown in **Figure 1.2.5.1-1**.

G4S IS will only use parts that meet or exceed OEM-standard/equivalent for repairs to maintain the City's fleet. Rebuilt or remanufactured parts will meet the manufacturer's reconditioning tolerances. If there are multiple grades available, G4S IS will have the City designate an appropriate grade. Any new or additional parts lines brought into the inventory will be previously approved by the City.

G4S IS has found that cannibalization of parts is seldom an economically viable option for anything other than Major component replacement or other extensive repairs. It is simply not worth doubling the labor cost to perform target maintenance using parts which may have expended a significant amount of their mean time between failures. G4S IS will never cannibalize parts from City vehicles for use on other vehicles without prior authorization from the City.

PARTS SURPLUS BY STOREROOM											PAGE:	4
FSR0218											DATE:	5/20/2008
											TIME:	10:32
STOREROOM: 007											505225 BROWNSVILLE PARTS DEPT.	
PART NUMBER	DESCRIPTION	STA	LOCATION	TRUE COST	QTY IN STOCK	HIGH LEVEL	SURPLUS QTY	SURPLUS \$\$\$	LAST ISSUE	LAST ORDER		
140-3116	AIR FILTER	A	7D6	15.277	8	0	8	122.22	Apr 02, 2008	May 02, 2008		
15029058	FILTER GUAGE	A	7P1	46.953	2	0	2	93.91	May 15, 2007	May 07, 2007		
157147	315 90R22.5 TR19	A		265.000	2	0	2	530.00	Apr 05, 2008	Apr 05, 2008		
1573625	ROTOR	A	7L8	91.910	2	0	2	183.82	Jun 11, 2007	Jun 11, 2007		
15-8531	BLOWER MOTOR	A	AG	44.650	1	0	1	44.60	May 31, 2007	May 31, 2007		
15999135	ARMREST	A	RKT	31.600	1	0	1	31.60	Aug 01, 2007	Aug 01, 2007		
1596MP	OIL FILTER FORD 4 0/4 6/5.4	A	7A2	1.591	11	0	11	17.50	May 15, 2008	Apr 24, 2008		
162MP	OIL FILTER GM 5.0/6.5	A	7A1	1.590	5	0	5	7.95	May 05, 2008	Jan 29, 2008		
166MP	OIL FILTER GM 4.8/5.3	A	7A1	1.590	1	0	1	1.59	May 19, 2008	Apr 24, 2008		
1701498	MOTOR	A	PRF	863.740	2	0	2	1,727.48	Jul 03, 2007	Aug 21, 2007		
1703371	connector	A	PRF	45.263	1	0	1	45.26	Oct 22, 2007	Oct 22, 2007		
1706MP	OIL FILTER DODGE 4 3/5 2/5.9	A	7A1	1.590	5	0	5	7.95	May 03, 2008	Jan 29, 2008		
17772	HARNASS	A	7L3	14.220	1	0	1	14.22	May 16, 2008	May 16, 2008		
179922	10-00-20 TRANSPORT 1	A		149.890	8	0	8	1,199.12	Jan 19, 2006	Jan 30, 2008		
19152995	FUEL PUMP/MODULE	A		286.860	1	0	1	286.86	Apr 09, 2008	Apr 09, 2008		
1C3Z-13008-BA	HEADLAMP	A	7L3	125.960	1	0	1	125.96	May 26, 2008	May 26, 2008		
1C3Z-19C897-AA	BRACKET	A		19.990	1	0	1	19.99	Jan 29, 2008	Jan 29, 2008		
1L2Z-17A385-AA	LJC, PLATE BRACKET	A	AG	18.700	1	0	1	18.65	May 31, 2007	Jul 28, 2006		
2002105	RESERVOIR	A		151.110	1	0	1	151.11	May 01, 2008	May 01, 2008		
20282	POWER STEERING PUMP	A	7M5	114.890	1	0	1	114.89	Jul 24, 2006	Nov 15, 2005		
20798	PIPE REDUCER	A	7P2	149.400	3	0	3	448.20	Oct 10, 2006	Oct 10, 2006		
21195	SPIDER COUPLING	A	AG	52.530	1	0	1	52.53	Jul 27, 2006	Jul 27, 2006		
21301	DIESEL ADDITIVE	A	CABINET	6.370	22	0	22	140.14	Jul 06, 2007	Dec 11, 2006		
21308D5C	HYDRAULIC MOTOR	A	7Q5	610.950	1	0	1	610.95	Oct 09, 2006	Apr 19, 2007		
22-47727-000	INDICATOR	A	7P1	61.880	1	0	1	61.88	Apr 13, 2007	Apr 13, 2007		
225er	22.5 open face rim	A	tire rack	127.005	1	0	1	127.01	Dec 11, 2007	Dec 11, 2007		
22678731	A/C SENSOR	A	7M3	35.280	1	0	1	35.28	Jul 05, 2007	Jul 09, 2007		
23268	HOSE ASY	A	AG	37.393	19	0	19	710.47	Jan 19, 2007	Nov 14, 2006		
233595	RADIATOR	A	AG	176.240	1	0	1	176.24	Jul 05, 2007	Jul 05, 2007		
23917900	CAB FILTER	A	TBC1509	62.080	6	0	6	372.48	Jul 10, 2007	Jul 10, 2007		
24074	fuel filter	A	7B8	12.350	2	0	2	24.70	Sep 21, 2007	Feb 20, 2007		

Figure 1.2.5.1. Inventory Report Generated By FASTER.



1.2.5.2 PURCHASE OF START-UP INVENTORY [RFP §I ¶6.2]

G4S IS understands that there is no requirement to purchase the existing stock of parts and materials currently in the parts room and the property of the incumbent contractor. We also understand that any discussions, negotiations, or agreements between the incumbent contractor and the new contractor will be solely between the two parties, with no involvement by the City or its representatives.

G4S IS will work with the incumbent contractor to inventory the current stock on hand of parts and materials, and determine which of those parts and materials are useable to maintain the City's current fleet. Based on this inventory, we will make a fair and reasonable offer to the incumbent for the active portion of their inventory.

Upon completion of the contract, we understand that the City reserves the right to purchase any or all of the parts, materials or supplies from the contractor at the original cost.

1.2.5.3 ACCESS TO PARTS ROOM [RFP §I ¶6.3]

G4S IS is responsible for security of the parts room. Upon the start of the contract, we will rekey the lock, and only provide keys to our personnel and appropriate City personnel. We understand that the City will notify us prior to entering the parts room, and that the City reserves the right to enter the parts room in the event of an emergency or disaster.

In that many of the parts in the parts room will be on consignment, G4S IS would ask that the City keep accurate records of any parts removed from the parts room in the absence of an G4S IS representative so that an accurate reconciliation of parts on hand and parts used can be made.

1.2.5.4 QUALITY OF PARTS TO BE FURNISHED [RFP §I ¶6.4]

As stated above, G4S IS will only use parts that meet or exceed OEM-standard/equivalent for repairs to maintain the City's fleet. It is also understood that should the OEM upgrade the quality of their parts for current production, the parts supplied under this agreement will meet or exceed the quality of the upgraded parts. G4S IS has never "re-boxed" parts nor will we implement such disreputable practices. We understand that failure to provide quality parts will be cause for rejection of the maintenance and or repairs performed

G4S IS will request to be allowed to perform repairs with used parts only when all other sources for new parts have been exhausted. Such requests will be on a case-by-case basis for specific parts, and not simply a request for blanket approval.

Rebuilt or remanufactured parts will meet the manufacturer's reconditioning tolerances. If there are multiple grades available, G4S IS will have the City designate an appropriate grade. Any new or additional parts lines brought into the inventory will be previously approved by the City.

G4S IS will use only those lubricants, greases and other materials which conform to the minimum standards established by the vehicle manufacturers. The cost of such materials will be included in the parts cost, and included under the Target costs under this contract.

1.2.5.5 WARRANTY [RFP §I ¶6.5]

G4S IS will warranty all parts for 30 days to be free from defects in material or workmanship, unless the manufacturer warranty is longer. G4S IS accepts whichever time period is longer as



the warranty period as accepted by the City. Warranty parameters will be programmed into and tracked by FASTER. G4S IS will apply all warranty adjustments to our monthly billing.

1.2.5.6 BULK ISSUE SERVICE [RFP §I ¶6.6]

G4S IS will work with the City and/or their designees to provide minor parts and fluids to specified users in bulk where requested. G4S IS will also work with the City to ensure that bulk requestors have the appropriate satellite storage areas for those bulk items which are designated as “Hazardous Materials.”

1.2.6 Performance Standards [RFP §I ¶7]

G4S IS understands and acknowledges that each of the vehicles in the City’s fleet is extremely important to all users, City Departments and ultimately all citizens of Fort Lauderdale. It is G4S IS’s top priority to ensure the safety and reliability of all vehicles in the City’s fleet. We will adhere to the performance standards outlined in Section 1, Paragraph 7 (and the subsequent subparagraphs) unless a situation occurs that is beyond G4S IS’ control, such as:

- ◆ Accident and Physical Damage Repairs
- ◆ Repairs awaiting the City’s Authorization to proceed
- ◆ Capital improvements, modifications, in-service commissioning, and auction preparation

1.2.6.1 VEHICLE TURN-AROUND STANDARD [RFP §I ¶7.1]

G4S IS will meet or exceed the turnaround time standards as set forth in paragraph 7.1 of the RFP. Turnaround metrics are based on the time a vehicle is out of service for maintenance and repair. The time calculated begins when the vehicle is either brought into the shop or we receive a request for road services and it ends when the work is completed and the customer is contacted.

1.2.6.2 FLEET AVAILABILITY [RFP §I ¶7.2]

The availability of a City’s vehicle fleet directly impacts public safety and quality of life for the residents of Fort Lauderdale. G4S IS will meet the requirements of section I, paragraph 7.2 of the RFP, and use the equations therein to determine vehicle downtime/availability.

We will use FASTER to track:

- ◆ Downtime by unit
- ◆ Total fleet downtime by class of vehicle
- ◆ Number of units with downtime greater than 5 days
- ◆ Number of units with downtime greater than 10 days

All downtime calculations entered into FASTER will be coded to represent the reasons for the specific downtime.



1.2.6.3 PREVENTIVE MAINTENANCE [RFP §I ¶7.3]

Preventive maintenance performance will be based on the % of PM inspections completed on time. We understand that at this time, between 94-96% of all inspections are required to be on time to meet this goal.

1.2.6.4 REWORK [RFP §I ¶7.4]

G4S IS is committed to providing the highest Quality Maintenance and Repair Services to the City of Fort Lauderdale—our reputation depends on it. Pride in our work is encouraged in each of our employees from Day One with G4S IS. Pride is also a matter of survival in a competitive contracting market. Therefore our motto is that we fix the problem right the first time. In view of this policy, all work will be performed by competent mechanics that possess the necessary skills, knowledge and certifications to accomplish all repairs with guaranteed workmanship. Simply stated, we warranty all our work and will re-perform any defective or negligent repairs at no cost to the City. G4S IS re-work will be accomplished within 24 hours after City notification of corrective action and we will not have more than 2% rework in any single month.

FASTER will track and identify multiple repairs for the same deficiency on the same vehicle.

To insure compliance and complete customer satisfaction, G4S IS recognizes and agrees to the Liquidated Damages Schedule included in the RFP.

1.2.7 Performance Incentives [RFP §I ¶8]

1.2.7.1 COST SAVINGS INCENTIVE [RFP §I ¶8.1]

In order for the City to make the fleet contractor accountable for the quality and quantity of work performed and to keep costs down, a Cost-Sharing Incentive Program has been implemented.. We understand the Cost-Sharing Incentive Program and the elements that are included in the program to be:

- ◆ G4S IS and the City will share any contract savings below the Targeted budget on a 50/50 basis
- ◆ G4S IS and the City will share costs on a 50/50 basis above the Targeted costs, up to 110% (i.e., any Targeted costs in excess of the 110% will be borne solely by G4S IS)
- ◆ The program is based on the fact that costs are calculated at the end of each year and are based on aggregate budget totals (not individual line items)

1.2.7.2 LIQUIDATED DAMAGES [RFP §I ¶8.2]

G4S IS understands and agrees to the liquidated damages calculations as addressed in Section 1, paragraph 8.2 of the Request for Proposal. We understand that damages will be based on calculations for:

- ◆ Daily Fleet Availability
- ◆ Turnaround time within 24 hours
- ◆ Turnaround time within 48 hours
- ◆ Completion of Preventive Maintenance
- ◆ Work orders requiring rework



◆ Parts fill rate

We have found that once performance criteria is adequately defined, distilling performance against these criteria to a point system offers both the customer and the contractor a fair and quantifiable measure of contractor performance.

1.2.8 Quality Assurance Program [RFP §I 19]

Our commitment to quality is rivaled only by our commitment to Safety. The focus of G4S IS's Quality Assurance program is the systematic, continuous improvement in all aspects and all levels of our fleet operation—people, methods, materials and technology. It is through a daily awareness of and commitment to quality that we instill excellence into our work processes. We don't merely find and correct problems; we practice a worksite ethic that prevents them. This motivates our employees to do the job right the first time.

We recognize that quality improvements (**Figure 1.2.8-1**) are achieved by direct employee participation in a joint decision-making process that addresses the “way we work.” All work processes, including our management policies are placed under the microscope and targeted for improvement. To do this, we must create a climate of mutual trust and respect at every level of our organization. G4S IS has accomplished this by involving each employee in the quality process by taking personal responsibility, empowering them to make decisions affecting their work and through the free exchange of ideas. It entails all employees working together to actively search out causes of waste or error so that quality improvement becomes ingrained in their work routine. This enables all employees to achieve excellence in their jobs themselves, since quality improvement cannot be delegated.



Quality Improvement Flowchart

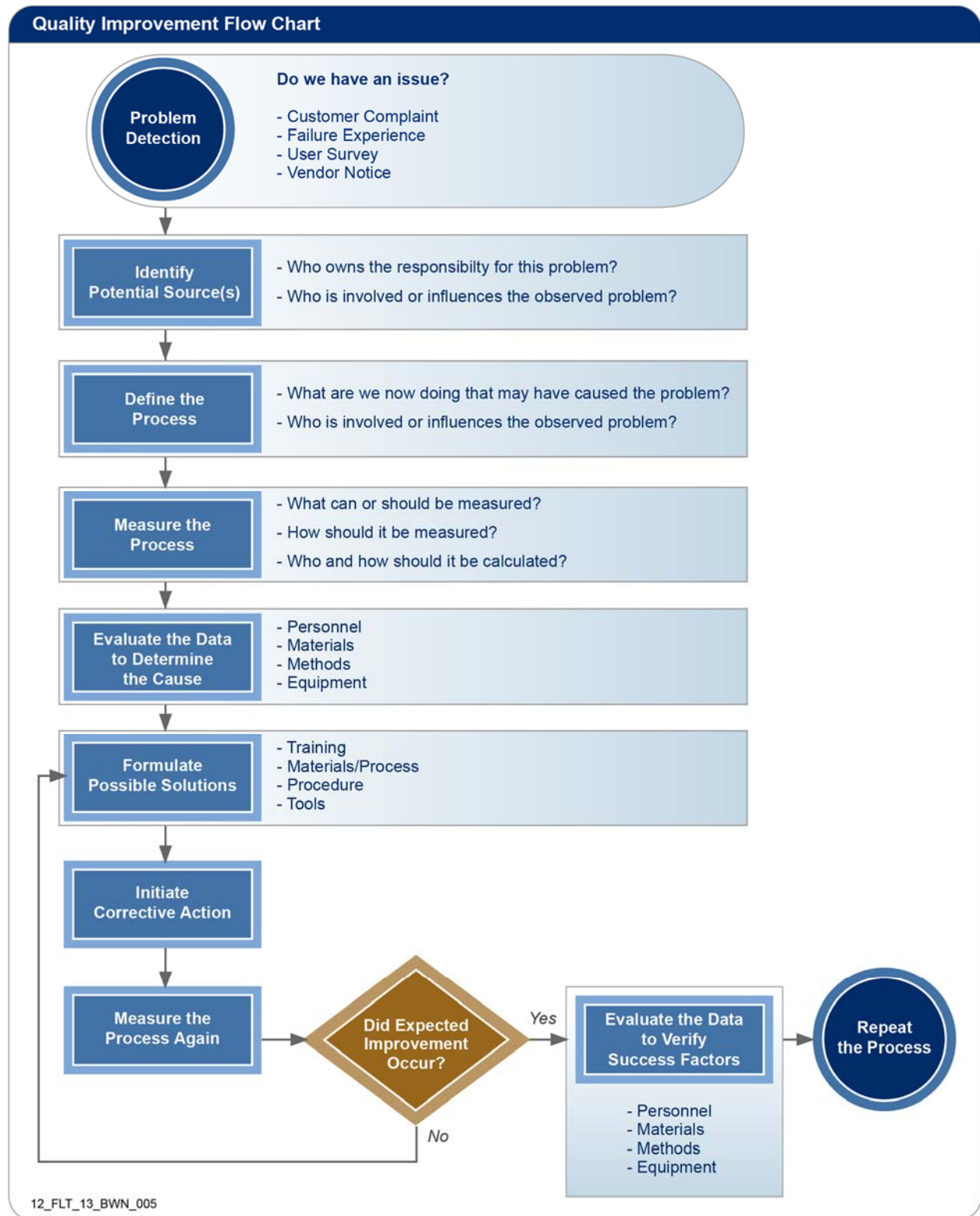


Figure 1.2.8-1: Quality Improvement Flowchart. The graphic provides a look at our systematic approach to quality.



Quality begins at the grass roots level. Our employees often spot waste or errors in the day-to-day work process before they become defects or negative trends that may result in inefficiencies and loss (see **Figure 1.2.8-2 through 1.2.8-5**). They are most likely to think of practical solutions to seemingly difficult problems.

Our means of involving every employee in quality improvement is a program of recognition and rewards. Through this program, we provide our employees not only with monetary incentives and achievement awards but also the freedom of self-expression to do their job as they know best. This fosters a commitment to excellence on an individual basis. When employees are praised and rewarded for their efforts, their productivity and participation generally increases. With this approach, we are bringing all of our employees into the quality system, drawing upon their abilities to solve problems and meet the challenges of change.

As a Contractor in private industry, we know that quality, safety and productivity are closely linked and can result in a significant competitive advantage. While quality may not be entirely free, its value far exceeds its cost. For us, it is a by-product of close attention to detail that goes directly to our “bottom line.”

Communicating the importance of quality service and customer satisfaction is the primary role of our onsite management team as well as our corporate support staff. Their role is to listen, coach, encourage, provide direction, teach, and facilitate the process.

This sets the stage for long term quality improvement using a team approach, beginning with our senior management. It is important that we begin with management and keep management fully committed, so that our managers and supervisory personnel will continue to lead the way. But, quality does not happen by decree. Commitment to quality improvement must be made on behalf of EVERY member of our organization. Therefore, each employee becomes involved in every step in the process from defining what needs to be improved, to problem solving, to applying solutions and finally to evaluating the results. Once the improvements have been achieved, G4S IS management provides recognition and rewards for all those involved in the process to emphasize the “Team” concept.





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Quality Assurance Inspection Schedule

Required Service	Inspection Freq.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
Preventive Maintenance	Monthly	✓																															
Repairs-Corrective Maintenance	Daily	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Quick Fix	Daily	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Repairs Warranty	Weekly	✓							✓							✓							✓							✓			
Emergency/Road Service	Monthly	✓																															
Emergency Situations	Each Occur.																																
Safety Inspections	Monthly	✓																															
Accident Vandalism Repair	Monthly	✓																															
Monthly																																	
Tire Repair Service	Weekly	✓							✓							✓							✓							✓			
Body & Fender Repair	Monthly	✓																															
New Vehicle Preparation	Monthly	✓																															
Warranty Recall Work	Weekly	✓							✓							✓							✓							✓			
Down-Time	Monthly	✓																															
Turn Around Standards	Daily	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Security Buildings & Vehicles	Daily	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Key Control	Monthly	✓																															
Parts and Supplies	Weekly	✓							✓							✓							✓							✓			
Timely Submission of Reports	Daily	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Publications Manuals	Monthly	✓																															
Bulletins																																	
Uniforms	Monthly	✓																															
Environmental Protection	Monthly	✓																															

Verified By: Quality Assurance Manager _____ Date _____ General Manager _____ Date _____

Figure 1.2.8-2: Quality Assurance Inspection Schedule. Inspections are completed on a routine basis to ensure performance is consistently on target.



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SERVICE QUESTIONNAIRE		
PLEASE TELL US ABOUT THE SERVICE YOU RECEIVED!		
Whether our service was satisfactory or unsatisfactory we would like to know about it. Please take time to fill out this questionnaire and return it to our Project General Manager. We appreciate your comments.		
	Yes	No
Was the vehicle ready when promised?	<input type="checkbox"/>	<input type="checkbox"/>
Was the vehicle returned in the same state of cleanliness	<input type="checkbox"/>	<input type="checkbox"/>
As when you entered our facility?	<input type="checkbox"/>	<input type="checkbox"/>
Were you handled courteously by shop personnel?	<input type="checkbox"/>	<input type="checkbox"/>
Were all requested repairs/services performed?	<input type="checkbox"/>	<input type="checkbox"/>
Exceptions:	_____	
Did you report all deficiencies to maintenance?	<input type="checkbox"/>	<input type="checkbox"/>
Was this repair a rework of a previous repair?	<input type="checkbox"/>	<input type="checkbox"/>
Please rate the quality of service which you received:		
<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Average
<input type="checkbox"/> Poor		
Comments:	_____	
Suggestions:	_____	
Name:	_____	
Department:	_____	
	Date	
DO NOT WRITE BELOW THIS LINE		
Date/Time:	_____	
Garage	_____	
RE: Repair Order	_____	
#:	_____	
Vehicle Check	_____	
By:	_____	
Vehicle #:	_____	

Figure 1.2.8-3: Service Questionnaire. Service Questionnaires allow us to hear directly from our customers.



Date:

DEFICIENCY REPORT		
To: Project General Manager	Area of Inspection:	
From:	Employee/Vehicle/W.O. #:	
Deficiency Description:		
Immediate Fix Possible? <input type="checkbox"/> Yes <input type="checkbox"/> No Recommendation/Fix Performed:		
Follow-Up Action:		
Date Scheduled:	Date Accomplished:	Accomplished By:

Figure 1.2.8-4: Deficiency Report. Deficiency reports allow our employees to report when they see areas that could affect our quality.



Inspection Checklists

Inspection Checklists

Inspector: _____

Inspection Date: _____

Work Practices	Yes	No
1. Are there safe work procedures for each job or activity involving the use of chemical contaminants?		
2. Are the employees trained in these practices?		
3. Are there procedures for disposing of toxic or dangerous wastes?		
4. Are they followed?		
5. Are preventive measures taken to prevent dermatitis from occurring?		
6. Is smoking or eating prohibited in areas where there are ingestion hazards?		
7. Are there separate eating facilities?		
8. Are employees prevented from using compressed air to blow dust from clothing and/or equipment?		
9. Are proper containers provided and used for dispensing chemicals?		
* Any response of "NO" must be addressed below in the "Remarks" section and corrective action documents on Company Form SO-1.		
REMARKS:		

Figure 1.2.8-5: Inspection Checklists. Inspection checklists create another level of quality assurance and continuous process improvement.



1.2.8.1 USER FEEDBACK

G4S IS will provide a user survey to each customer bringing their vehicle in for service. We will also conduct an annual customer satisfaction survey of designated representatives of from each user department. Data collected from these surveys (both on a monthly and an annual basis) will be provided to the City for review.

Should any negative responses be received, our Project Manager will review the information to determine if there are any negative trends that could result in unsatisfactory performance. If needed, the Project Manager may initiate corrective action related to any negative trends discovered. Corrective action remedies may include one or more of the following:

- ◆ Additional employee training
- ◆ Procedural changes
- ◆ Improved work techniques
- ◆ Equipment changes
- ◆ Change of time or location where function is performed
- ◆ Personnel or responsibility assignment changes
- ◆ Disciplinary action

The Project Manager is also prepared to meet with City officials and/or individual users related to service issues at any time as requested.

1.2.8.2 WORKSITE ETHIC

Final responsibility for quality performance rests with the Project General Manager, but this is a responsibility shared by all onsite G4S IS personnel. The most effective means of quality control is to encourage participation in quality analysis and correction at the lowest organization level (**Figure 1.2.8-6**). All employees are made acutely aware of the importance of quality performance and of their personal responsibility, not just to meet performance standards, but to exceed them. It is by doing a job right the first time that quality is most effective, not by rejecting work at the end of the line. We accomplish our quality control goals through established policies, procedures and standards, training, responsibility assignment, process review and enhancement, and participation in quality problem solving. Line management personnel will systematically measure our services against established performance standards.



G4S IS Onsite QA/QC Functions, Roles, and Responsibilities

Onsite Staff	QA/QC Roles and Responsibilities
General Manager	<ul style="list-style-type: none"> ◆ Retains ultimate responsibility for performance of this contract ◆ Provides policy guidance to the management/supervisory team in the administration of the Quality Control Program ◆ Ensures effective and timely corrective actions with minimum recurrence of problems through follow-up surveillance ◆ Serve as the primary interface with our CQM ◆ Monitors and reports on corrective action timeliness and effectiveness ◆ Directs hazardous waste management activities in the maintenance shops ◆ Ensures compliance with all applicable Federal, State, City, and local requirements, certifications, laws, and ordinances ◆ Ensures compliance with every G4S IS environmental and safety requirements in all contract areas ◆ Maintains copies of Material Safety Data Sheets for ready access by all employees ◆ Ensures compliance with and active participation in the QA/QC plan by all line and staff personnel, including any sublet vendors ◆ Develops and inspects contract standards and conducts contract wide trend analyses of inspection results ◆ Investigates and recommends corrective actions in response to any customer complaint or inquiry ◆ Monitors the distribution of written inspection criteria and contract standards ◆ Ensures all personnel are trained/qualified in the performance of inspections ◆ Maintains comprehensive records of all inspections ◆ Takes actions, as necessary, to correct deficiencies, when discovered, with assistance from appropriate lead personnel ◆ Completes reports and inventories on the purchase, quantities and disposal of all chemicals and materials for hazardous and ozone depleting chemicals ◆ Performs all roles/responsibilities listed below
Shop Personnel	<ul style="list-style-type: none"> ◆ Performs self-inspections of their areas ◆ Completes and submits required reports to the Project General Manager ◆ Takes immediate action, within authority, to correct deficiencies noted by self-inspections, the Project General Manager, or City management ◆ Promotes quality consciousness among all employees under their supervision ◆ Conducts safety surveillance during quality self-inspections ◆ Implements an effective Hazardous Waste Management Program designed to minimize hazardous waste, reduce the amount of chemicals used in the shop, and ensure proper disposal ◆ Ensures all training is documented in the employees' personal files ◆ Ensures the proper cleanup of all spills ◆ Prepares guidelines and requirements for the training of personnel in environmental and hazardous waste procedures ◆ Ensures effective and timely corrective actions with minimum recurrence of problems through follow-up surveillance ◆ Performs scheduled and unscheduled inspections of completed work and work-in-progress ◆ Performs inspections on incoming vehicles and equipment to determine required repairs; scheduled maintenance, and deferred maintenance status ◆ Performs outgoing inspections on vehicles to ensure all work was performed properly ◆ Provides documented assessment of quality control activities to the Project General Manager and the Corporate Manager ◆ Directs the storage and turn in of hazardous waste, non-hazardous waste and used lubricants
All Onsite G4S IS Staff	<ul style="list-style-type: none"> ◆ Responsible for their own contribution to the safe, quality performance of their assigned duties ◆ Develops innovative and more efficient methods to accomplish their assigned tasks ◆ Promotes quality and safety consciousness among their peers ◆ Participates in determining the cause of deficiencies and implementing corrective actions



Figure 1.2.8-6: G4S IS Onsite QA/QC Functions, Roles, and Responsibilities. *Clearly communicated expectations are the basis for successful performance.*

1.2.9. Record Keeping and Reporting [RFP §I ¶10]

To provide a complete audit trail of all costs incurred under this contract, our Project General Manager will maintain the following contract data in addition to the reports specified in the RFP:

- ◆ Copy of all service requests and completed work orders
- ◆ Vehicle History folder to include copies of all work orders executed on the vehicle, all initial vehicle purchase and identification data, accident/abuse reports, etc.
- ◆ PM schedule and PM forms listing specific inspection criteria
- ◆ Work (repair) orders itemizing all parts, labor and subcontract services performed on the vehicle to include vehicle ID, department, mileage, time/date of service, operator's comments and signature as well as any technician's notes recorded during the repair process
- ◆ Daily log showing the shop activity for the purpose of work order control and vehicle status/disposition tracking
- ◆ Time cards and payroll records to substantiate all labor charges and employee time
- ◆ Daily transmittal sheets for recording all shop costs incurred (except labor) and not charged to work orders
- ◆ Additional completed forms relative to fleet maintenance activities to include: visual inspection form, accident repair, motor pool, request for work, full inventory, vehicle specification review, PM service request and technician call-out forms

1.2.9.1 PROVIDER RECORDS

We will keep all records and make them available to authorized City representatives. This includes all electronic data, files, unit folders, hard disks, records, correspondence, etc. Upon request, we will provide cost verification data.

1.2.9.2 ANNUAL AUDIT

A copy of our SOC1 (SSAE 16) report can be found in Appendix C. We understand that an updated version of this report must be provided to the City at the end of each fiscal year

1.2.9.3 REFERENCE FILES AND PROCEDURES

G4S IS will maintain a complete file of service manuals, parts manuals, service bulletins, lubrication charts and other information needed to properly service and repair the fleet. The above mentioned files will be maintained either electronically, or by hard copy, or a combination of both.

Vehicle and Repair Order History

A hard copy history folder will be maintained for each vehicle. This folder will contain, in chronological order, all work orders generated on the vehicle, as well as the vehicle's make, model, year, serial number, and invoice information. Information will be updated monthly, and in no instance, will be older than 45 days. We will ensure that these records are maintained on-



site for a period of one year after any vehicle is disposed of to conform to Federal DOT regulations.

FMIS Requirements

G4S IS will maintain our FASTER FMIS software and the FMIS. Files will be transferred at the direction of the City's MIS Department at the completion of the current contract. We will produce a complete, unalterable audit trail of all parts transactions used for the previous twenty-four (24) month period during the entire term of the contract.

1.2.9.4 OWNERSHIP OF RECORDS

All electronic data stored in our FASTER FMIS shall be owned by the City and made available to the City's authorized representatives at any time during the contract.

1.2.9.5 BILLING INFORMATION

FASTER allows its users to generate automated reports to support charge-backs to fleet users for maintenance and repair services, fuel usage, and motor pool usage. These reports will be provided to the City on a monthly basis.

1.2.9.6 DAILY REPORT

We will provide the City a daily report listing all vehicle which of have been in process of repair for 5 or more days. This listing will identify the vehicles by number. The daily report will also include a listing of all vehicles scheduled to have Preventive Maintenance performed that day.

1.2.9.7 WEEKLY REPORT

G4S IS will prepare weekly reports for delivery to the City before noon each Friday, summarizing the previous week's activity. The report will include the following:

- ◆ A listing of vehicles not delivered for scheduled preventive maintenance, including department name, if known
- ◆ Repair activity by department
- ◆ Status report on vehicles out of service more than seven days
- ◆ Number of work orders processed
- ◆ Number of re-work work orders, and total shop time devoted to re-work (to be credited to the City)
- ◆ Summary Work Order with detailed cost figures for each vehicle repaired
- ◆ Fleet Readiness and Availability statistical information (as a percentage of the overall fleet and by department)
- ◆ Down time hours, and
- ◆ Back log

The report will also include the current week's scheduled activities. Additional items may be added to the report at the discretion of the City.



1.2.9.8 MONTHLY REPORT

G4S IS will provide a consolidated monthly management report to the City on or before the 10th calendar day of each month. This report will contain items including:

- ◆ Maintenance costs for the month compared to target costs
- ◆ Failure/attainment in each performance area subject to reward/liquidated damages for that month and cumulative damages for that contract year
- ◆ Costs for accidents and other items not included in target costs (i.e. non-target work)
- ◆ Discovery or indication of abuse by the vehicle user in excess of normal wear and tear
- ◆ Number of shop orders
- ◆ Number of service calls
- ◆ Number of vehicle PMs scheduled/completed
- ◆ Downtime by category and in total
- ◆ Cumulative records of sub-contracted work
- ◆ Total labor hours expended
- ◆ Total parts cost
- ◆ Problem/accident summary, and
- ◆ Back log

The monthly report will include performance according to Performance Standards defined in Section 6 of the RFP and a Monthly Safety Report.

1.2.9.9 TRANSITION REPORT

Upon the conclusion of the first four months of service, G4S IS will provide the City with a written transition report outlining our success at completing our transition plan according to our planned schedule. We will also provide a report of the overall results of the transition and lessons learned.

1.2.9.10 ANNUAL REPORT

Upon completion of the first contract year, on the anniversary of the effective date of the contract and on every anniversary date thereafter, G4S IS will prepare and provide the City with a written Annual report. The report will contain a statement as to the company's solvency, a discussion of the results of our annual customer satisfaction survey, and the previous years' data in a format agreed upon by G4S IS and the City. At a minimum, the Annual Report will include a summary of work performed relative to the service performance standards, a discussion of Target and Non-Target Budgets relative to actual expenditures, and other annualized information compiled from the Monthly Reports.

1.2.9.11 COMPLAINTS

Customer Feedback is an essential measure of contract performance. To ensure that our work is continually performed at a high level, we ask all vehicle operators to complete a Service Questionnaire. The questionnaires are used to assist in tracking customer complaints and a copy



of all complaints received will be included in our Monthly Report for review by the City. Any complaint included with the Monthly report will include a:

- ◆ Name and department of the person making the complaint
- ◆ Date and time of the complaint
- ◆ Nature of the complaint
- ◆ Manner of resolution

1.2.9.12 AD HOC REPORTS

Upon request, G4S IS will work with the City to develop and provide meaningful ad hoc reports using data from FASTER, electronic files, and other sources as required. We will provide copies of work orders to user departments or individual users as requested. These work order copies will document costs in sufficient detail to allow for potential Federal reimbursement.

1.2.9.13 ADDITIONAL REPORTS

We will work with the City to ensure that our reports provide the detail the City needs to adequately manage our contract. We understand that the City may require additional routine reports or more frequent reports than those stated in the RFP and we will work to comply with all requests.

1.2.10 Provider Personnel [RFP §I ¶11]

A thorough discussion of Personnel and personnel issues from *RFP Section 1, Paragraph 11* (and subordinate paragraphs) is addressed in *Section 1.5 - Organization and Staffing* of this proposal.



1.2.11 Reports [RFP §I ¶12]

1.2.11.1 ANNUAL REPORT [RFP §I ¶12.1]

G4S IS will prepare and submit an annual status report one (1) month before the end of each fiscal year. The report will include information related to:

- ◆ Current staffing levels
- ◆ A Technician EVT & ASE certifications checklist
- ◆ A list of environmental achievements
- ◆ A summary of PM performance for the year
- ◆ Fleet availability performance
- ◆ Statistics related to turnaround compliance
- ◆ Parts fill rates performance

A remediation plan will be included for any area that does meet the minimum contract requirements.

1.2.11.2 MONTHLY REPORT [RFP §I ¶12.2]

The Project Manager will prepare and submit a monthly status report to the City within one (1) week of the prior month's end. The report will include information related to:

- ◆ Current staffing levels
- ◆ A Technician EVT & ASE certifications checklist
- ◆ Completed checklist showing all required pre-employment requirements for new employees
- ◆ Statistics related to fleet availability performance for the prior month
- ◆ Data related to parts fill rate performance
- ◆ A summary of PM performance for the month
- ◆ 24-hour turn around performance
- ◆ 48-hour turn around performance
- ◆ Rework performance
- ◆ Vehicle turn around compliance

A remediation plan will be included for any area that does meet the minimum contract requirements.

1.2.11.3 WEEKLY REPORT [RFP §I ¶12.3]

Before noon each Friday, G4S IS will provide the City with our Weekly Report. The report will include data on the previous week's activities including:

- ◆ A list of vehicles that are past due for a PM
- ◆ Remediation review for any underperformance item

1.2.11.4 DAILY REPORT [RFP §I ¶12.4]

Our Project Manager will submit a Daily Report to the City that includes but is not limited to:

- ◆ Vehicles currently in the shop with estimated completion dates
- ◆ Any challenges, concerns, or opportunities seen for improvement



1.2.11.5 STAFFING REPORTS [RFP §I ¶12.5]

We will submit a monthly staffing report to the City showing the current staffing by position, shift, and location. A remediation plan will be included whenever the minimum staffing level is not achieved.

1.2.11.6 CUSTOM REPORTS [RFP §I ¶12.6]

G4S IS will prepare custom reports as requested by the City. Data may be obtained from the FASTER FMIS; electronic files, databases, and/or reports; or from paper copies of files, letters, reports, documents, etc. We will reply to requests for these reports as quickly as possible.

1.2.11.7 PARTS FILL RATE [RFP §I ¶12.6]

A monthly parts fill rate report will be prepared and submitted to the City by G4S IS' Project Manager. A remediation plan will be included whenever the 80% parts fill rate is not achieved.

1.2.12 Total Agreement Cost [RFP §I ¶13]

A thorough discussion of Cost from *RFP Section 1, Paragraph 13* (and subordinate paragraphs) is addressed in *Section 2.0 – Price Proposal* of this proposal.

1.2.13 Continuity of Service [RFP §I ¶14]

1.2.13.1 NOTICE OF INTENT NOT TO RENEW [RFP §I ¶14.1]

Neither G4S IS nor any of the G4S family of companies has ever requested to terminate a contract before the end of the base period and all contract options. We believe that accepting a contract is a commitment to support our customer. If, for some unforeseen reason, G4S IS needs to terminate our Agreement with the City of Fort Lauderdale, we will notify the City 150 days before the Agreement expires.

We understand that any provider who fails to notify the City in writing of their intent to terminate to opt not to renew their contract will be obligated under the terms of this Agreement for a period of up to four (4) months from receipt of written notice of intent or from the date of expiration of the Agreement, whichever is earlier.

1.2.14 Phase In–Phase Out [RFP §I ¶15]

If, upon expiration or termination of the contract, G4S IS is not selected to continue with the next contract period or elects not to renew the agreement we will, upon written notice from the City of Fort Lauderdale, provide Phase-Out Services for up to 90 days after contract expiration or termination. We will exercise in good faith with a successor during the transition period continuing to provide personnel, services, and parts as needed and instructed by the City. We understand that we would be reimbursed for all reasonable transition costs incurred within the contract phase-out period (with pre-approval from the City). We also understand that we will be responsible for the disclosure of all essential data relating to the maintenance of the fleet



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1.3 Transition Plan [RFP §II ¶4.3]

G4S IS has a proven track record for successfully completing difficult Phase-Ins. The City of Fort Lauderdale contract, with 1460 vehicles and a \$62.0 Million replacement value, is a complex contract. But though complex, the City can rest assured that G4S IS understands how fleet services work and we know how to deliver the highest value services to support the safety and productivity of City employees. During the 4-month transition of this contract, we will demonstrate that commitment.

1.3.1 Transition Costs

G4S IS is aware of the importance of a comprehensive Phase-In to transition from one contractor to the next. Having phased in over 300 contracts, we are also aware of the costs associated with phasing in both large and small projects. We have examined the complexity of the City of Fort Lauderdale Phase-In and we are prepared to absorb our Phase-In costs for this contract.

1.3.2 Phase-In Plan

G4S IS is proposing a 30-Day Phase-In period during which we will transition all contract operations and responsibilities prior to taking full responsibility for performing the work required under this contract. G4S IS has extensive experience in performing transitions to accommodate the unique needs of our customers. Because of this experience we can offer a 30-day phase in to better align with the City's schedule should any delays be encountered. Should there be no delays, this 30-day schedule can be modified.

We will devote the needed resources to ensure City services are not impacted if we are chosen for this contract. During the transition period G4S IS's proposed Project Manager will be onsite to observe the operations performed by the present workforce and to develop his Work Plan. He will be joined by selected individuals from our corporate office with expertise in the areas of personnel and contract administration, fleet management systems and fleet contract phase-in. The primary goal of the Transition Plan is to maintain continuity of operations in an efficient manner while completing our orientation and change over to G4S IS's total management of the city's fleet.

G4S IS has experience in the transition of nearly every type of Fleet Service Contract under almost all conditions. We have initiated totally new start-up contracts (where no facilities, equipment or employees existed), transitioned contracts operated by Government employees and contracts operated by other contractors. We have started contracts during winter blizzards and summer hurricanes and have worked with a variety of union agreements. We have started contracts requiring delivery of more than \$150,000 in inventory, \$90,000 in equipment and 100 employees simultaneously. In all instances, we have never failed to assume full contract operation on the performance start date.



For each of our fleet contracts:

- ◆ We have been fully staffed and assumed all contract responsibilities on the contract start date
- ◆ All contractor equipment, inventory and vendors accounts were in place when needed
- ◆ All financial resources were available on Day One
- ◆ All administrative systems, policies, procedures, and corporate resources were in place and functional

The key to a successful transition is implementing a well-developed Phase-In Plan and Schedule. This is absolutely essential to coordinate every event, the arrival/hiring of each individual and to ensure all required actions are accomplished on time with no disruption of ongoing services. However, each new contract must be treated as a unique situation, requiring a tailored Phase-In Plan to meet the specific requirements and environment. Therefore, as much attention is devoted to developing and executing the Phase-In Plan as is given to every other contract requirement (see **Figure 1.3-1**).

Upon Notification of Contract Award, our corporate staff will start our pre-contract preparations, including:

- ◆ Plan and coordinate initial meetings with the City Officials and User Department Heads
- ◆ Survey the local area, establish local banking arrangements for petty cash funds and other accounts necessary to service Phase-In Period and payroll services
- ◆ Initiate hiring personnel for any unfilled positions (place ads in local papers; contact State Unemployment Office, etc.). Prepare employment orientation and training
- ◆ Perform the Facility and Shop Equipment Inspection and Determine Pre-Existing Deficiencies
- ◆ Train Administrative Procedures to Personnel
- ◆ Prepare Maintenance Transition and Perform Total Fleet Assessment Form Record
- ◆ Establish Preventive Maintenance Schedules
- ◆ Define User Department Tracking and Reporting
- ◆ Establish Performance Standards and Measurement Process
- ◆ Perform Parts Inventory and Establish Purchase Plan
- ◆ Train Employees on Management Information System
- ◆ Load Vehicle and Equipment Data
- ◆ Prepare Asset Transaction
- ◆ Finalize Contract Start-Up



Milestone Chart

Phase-In Task	Week 1	Week 2	Week 3	Week 4	Start
1 Corporate phase-in team on-site	←			→	
2 Project Manager and Key Staff on-site	←				→
3 Establish liaison with Contract Administrator	←	→			
4 Pre-Contract briefing of all contract personnel			←	→	
5 Initiate weekly project status meeting with Contract Administrator			←	→	
6 Recruiting / Placement of Personnel	←				
- Conduct Interviews	←	→			
- Conduct Physical Exams, testing, proof of certification/license	←	→			
- Notify selected applicants, begin processing employment	←	→			
7 Provide Employee uniforms and safety equipment				←	→
8 Review / modify safety, security and quality assurance programs	←				→
9 Set up office accounting /reporting procedures			←	→	
10 Inspect and inventory facilities and equipment			←	→	
11 Update work instructions and standard operating procedures	←				→
12 Inspect and count parts inventory				←	→
13 Establish vendor accounts	←				→
14 Review preventive maintenance schedule backlog				←	→
15 Order bench stock	←	→			
16 Order contractor furnished supplies, materials and computers	←	→			
17 Order contractor furnished support equipment, tools and test devices	←	→			
18 Conduct new employee orientation			←	→	
19 Update work instructions and standard procedures			←	→	
20 Conduct any additional / specialized training, FASTER			←	→	
21 Designate Safety Officer and Custodian				←	→
22 Present on-call emergency list to Contract Administrator				←	→
23 Hand receipt property equipment and vehicles				←	→
24 Submit pre-existing deficiency report on facilities and equipment on hand	←	→			
25 Submit bonding and insurance requirements	←	→			
26 Accept contract responsibility					←
27 Review transition with Contract Administrator/Contracting Officer					←

Please Note: All Star has the full capability to accelerate this schedule to meet Customer's Priorities

Figure 1.3-1 Phase-In Plan. Our Phase-in Plan addresses all aspects of the contract at every location.



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1.4 Service Alternatives and Exceptions [RFP §II ¶4.4]

G4S IS takes no exceptions to the scope of services and conditions set forth in the RFP including those set forth in the *Special Agreement Provisions in Section III*.



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1.5 Organization and Staffing [RFP §II ¶4.5]

G4S IS is committed to providing the most skilled and capable personnel available in sufficient numbers to perform all tasks required for the City of Fort Lauderdale. While it is our intention to retain as many of the current personnel on this contract as possible, we will screen and hire only those persons in good standing with the City who fulfill all requirements for employment as stated in the solicitation.

In this section of our proposal, we describe the quality and make up of our on-site team including:

- ◆ An organization chart with job classifications, the number of employees of each type we plan to use, and details of our reporting structure
- ◆ Position descriptions for our onsite team members and the requirements for each of those positions
- ◆ Résumés for key managerial and supervisory personnel
- ◆ Our plan for the current Fort Lauderdale staff

1.5.1 Organization Chart

G4S IS carefully analyzed the work requirements specified in the solicitation and developed our proposed staff for the Fleet Maintenance & Management Services and Central Warehouse contract as shown on the staffing and organization chart in **Figure 1.5.1-1**.

G4S IS realizes that specific workloads may vary from time-to-time. Therefore, from the onset of the contract we will initiate a cross training program that includes On-the-Job Training (OJT), technical school and/or product factory training. This program will enable us to meet the ever changing shift in workload as it occurs.

We also understand the City's concerns regarding the number, skill mix, and qualifications of our current staff and will make any required adjustments to our personnel when talking with City officials during phase-in and after contract award.



G4S IS Organization & Staffing Chart

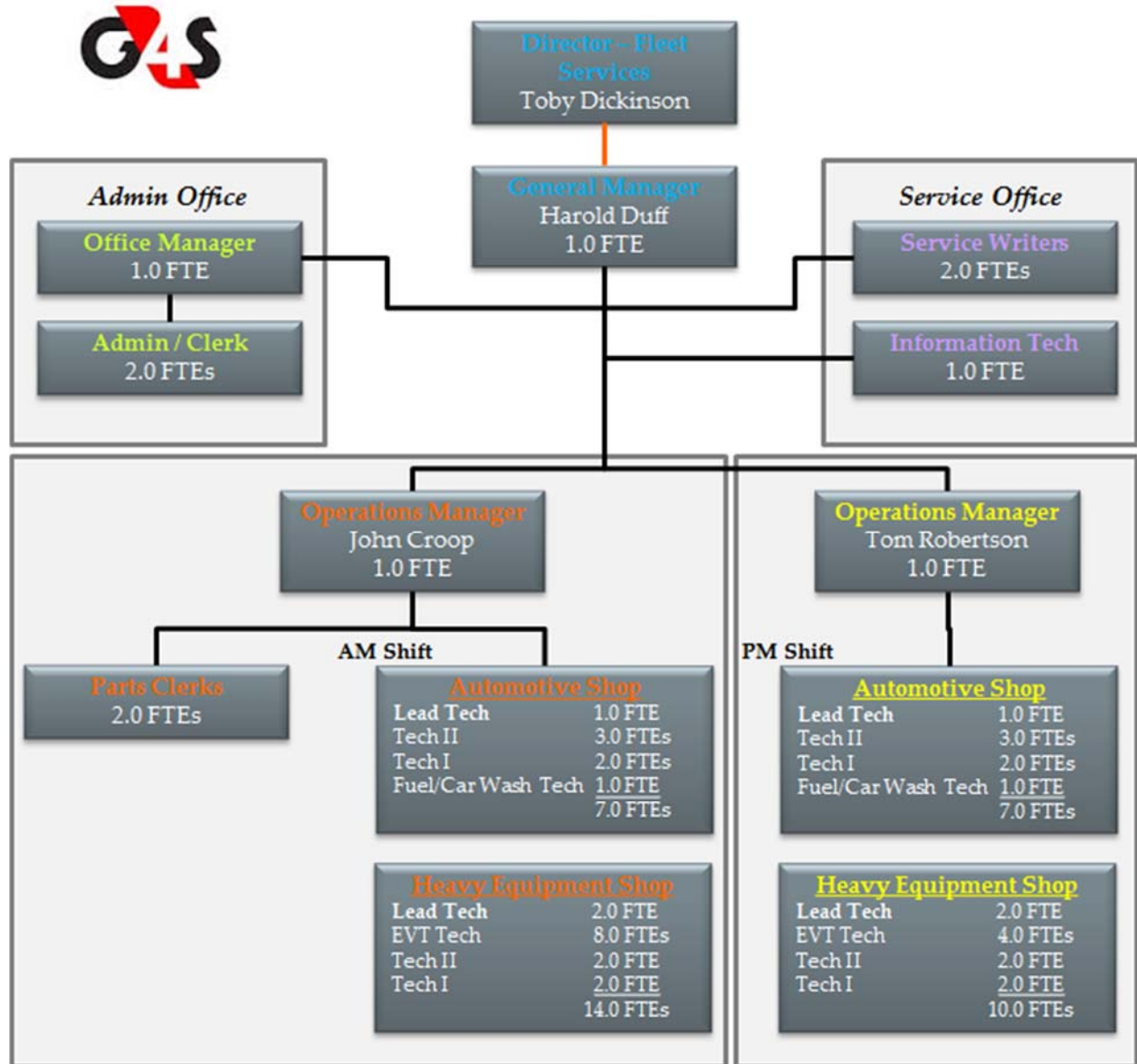


Figure 1.5.1-1. Site Organizational Chart.



1.5.2 Position Descriptions

G4S IS has found that before we can expect to hire highly qualified personnel we must first have detailed position descriptions identifying specific functions required by the position as well as education, license/certification, and experience requirements.

After attending the Fort Lauderdale site visit, reviewing the RFP, and drawing from our years of fleet management experience, we have determined the positions required under this contract. (See **Figure 1.5.2-1**)

All persons applying for and working on this contract will be required to submit to and pass an initial:

- ◆ Drug and alcohol test
- ◆ A criminal record check
- ◆ A security clearance
- ◆ Driver's license history check
- ◆ A medical examination (as appropriate)

Additionally, employees are subject to monthly driver's license checks and random drug testing. Employees who fail these tests are subject to disciplinary action up to and including termination of employment.



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G4S IS Position Descriptions

Job Title	Job Description	Position Requirements	Licenses, Certifications, & Training
<p>General Manager</p>	<ul style="list-style-type: none"> ◆ Has complete authority to act on behalf of G4S IS in all matters including receipt of notice of deduction, inspection reports, and other correspondence ◆ Responsible for all aspects of the Fort Lauderdale contract project management including plans/deliverables preparation, reports, personnel hiring and management, subcontractor management, safety, quality control, and problem resolution ◆ Directly responsible for the performance of all work on the contract; ultimately accountable for the actions of all personnel – management, administrative, and technical ◆ Ensures personnel are trained and that all licenses and training requirements are kept current and up-to-date ◆ Prepares reports and ensures timely submittal to the customer and corporate office ◆ Interacts with City customers on a daily basis ◆ Ensures compliance with contractual specifications ◆ Interacts with G4S IS corporate personnel, provides updates on contract, and supports contract functions performed by corporate personnel ◆ Manages budget and prepares proposals for new work as required ◆ Conducts training; counsels personnel on proper procedure and contract requirements; ensures quality and safety according to contract specifications; prepares documentation and reports related to quality and safety ◆ Establishes preventive maintenance programs and schedules equipment for service ◆ Assesses fleet problems and appropriate solutions 	<ul style="list-style-type: none"> ◆ Minimum of 10 years proven technical, leadership, & managerial experience in the field of fleet management, maintenance, and repair ◆ Experience with: <ul style="list-style-type: none"> ○ Quality assurance/quality control procedures and practices ○ Managing and scheduling a PM program ○ Assigning and monitoring workload and personnel ○ Procurement of services and repair parts ○ Storage and handling of repair parts and materials ○ Vehicle mounted hydraulic systems ○ Vehicle mounted electronics including CAN bus and OBDII ○ Vehicle mounted cranes and aerial devices ○ Off-Highway construction and lawn equipment ○ Analyzing automated information & producing reports ○ Providing customer service ○ Proper storage, use, transport, & disposal of hazardous & regulated materials 	<ul style="list-style-type: none"> ◆ Valid Driver's License ◆ ASE Master Technician Preferred ◆ CDL desirable ◆ Shop Safety training ◆ Hazardous Materials training



Job Title	Job Description	Position Requirements	Licenses, Certifications, & Training
	<ul style="list-style-type: none"> ◆ Monitors and performs periodic inspections of facilities, equipment and inventory to assure safe operations and security of vehicles, equipment and client provided property 	<ul style="list-style-type: none"> ○ Implementing fire, safety, health & environmental protection requirements ○ Preparing correspondence ○ Inventory control management 	
Operations (Ops) Manager	<ul style="list-style-type: none"> ◆ Responsible for day-to-day management of on-site shop personnel ◆ Assigns work to shop staff ◆ Ensures all work is completely accurately and according to schedule including inspections, maintenance, and repairs ◆ Ensures work is performed according to contract, quality, and safety specifications ◆ Inspects work-in-progress and completed tasks ◆ Conducts quality and safety training as appropriate ◆ Counsels personnel on proper procedure and contract requirements ◆ Ensures quality and safety deficiencies are documented and corrected according to contract specifications ◆ Prepares documentation and reports related to quality and safety ◆ Interacts with customers on a daily basis ◆ Performs other duties as assigned ◆ Reports directly to the General Manager 	<ul style="list-style-type: none"> ◆ Minimum of 5 years proven technical, leadership, & managerial experience in the field of fleet management, maintenance, and repair ◆ Minimum of 5 years' experience working in the fleet maintenance field ◆ Skills required to repair complex equipment and machinery ◆ Ability to lift 75 pounds, stand for long periods of time, kneeling, bending 	<ul style="list-style-type: none"> ◆ Valid Driver's License ◆ ASE Master Technician Preferred ◆ CDL desirable ◆ Shop Safety training ◆ Hazardous Materials training
Lead Technician (Tech)	<ul style="list-style-type: none"> ◆ Oversees the day to day operations of the shop and the technicians assigned under him/her ◆ Assigns work, balances workload between technicians, and assists technicians under his/her lead as required ◆ Interfaces with customers to identify the issues they are having with their vehicles/equipment ◆ Works with customers and technicians to troubleshoot automotive equipment, heavy equipment and vehicles 	<ul style="list-style-type: none"> ◆ Fleet Management experience preferred ◆ Ability to perform basic level of data analysis including the ability to review, classify, categorize, and prioritize reference data, statutes and/or guidelines ◆ Skills required to repair complex equipment and machinery ◆ Ability to lift 75 pounds, stand for long periods of time, kneeling, bending 	<ul style="list-style-type: none"> ◆ Valid Driver's License ◆ ASE Master Medium/ Heavy Truck Technician Preferred ◆ CDL desirable



Job Title	Job Description	Position Requirements	Licenses, Certifications, & Training
	<ul style="list-style-type: none"> ◆ Responsible for repairs and maintenance on a wide range of complex equipment and vehicles such as fire vehicles, construction equipment tow-trucks, etc. ◆ Generally free to develop own work sequences within established procedures, methods and policies ◆ Opens work orders to complete required work ◆ Verifies work is complete when identified as complete by technicians ◆ Closes service orders in FASTER FMIS ◆ Performs routine vehicle and equipment preventive maintenance inspections ◆ Trains subordinate staff in the work principles, policies and procedures to maintain and/or improve the production levels of employees ◆ Reports directly to the Operations Manager 		<ul style="list-style-type: none"> ◆ Mechanics Vocational Training ◆ Shop Safety training ◆ Hazardous Materials training
EVT Technician (Tech)	<ul style="list-style-type: none"> ◆ Responsible for the repair, overhaul and maintenance of Fire Department and other Emergency equipment and vehicles. ◆ Performs skilled repair and maintenance on a variety of diesel and gasoline-powered equipment and vehicles such as replacing bearings, axle seals, brake master cylinders, resurfacing brake drums and rotors ◆ Disassembles components, inspects parts for wear. Repairs, overhauls, replaces and rebuilds water and fuel pumps, air conditioning components, compressors, radiators ◆ Diagnoses and repairs malfunctions to all systems ◆ Tunes and performs repairs to diesel engines ◆ Repairs and maintains hydraulic systems ◆ Works under general supervision of the Lead Technician and reports directly to the Operations Manager and/or applicable lead 	<ul style="list-style-type: none"> ◆ EVT Certification (a minimum of 3 as provided on page 42 of 66 of the RFP) ◆ Ability to operate equipment and machinery requiring monitoring such as diagnostic equipment ◆ Ability to utilize a variety of advisory data and information such as safety regulations, work orders, equipment maintenance and repair manuals, diagrams/schematics, engine oil analysis reports and parts manuals ◆ Able to stand for long periods of time, moderate lifting, stooping, bending ◆ Must be able to lift 75 pounds 	<ul style="list-style-type: none"> ◆ Valid Driver's License ◆ ASE Certifications in Air Conditioning & Brakes ◆ CDL desirable ◆ Mechanics Vocational Training ◆ Shop Safety training



Job Title	Job Description	Position Requirements	Licenses, Certifications, & Training
Technician II (Tech II)	<ul style="list-style-type: none"> ◆ Responsible for performing repair, overhaul, and maintenance to equipment and vehicles ◆ Performs skilled repair and maintenance on a variety of gasoline-powered equipment and vehicles such as replacing bearings, axle seals, brake master cylinders, resurfacing brake drums and rotors ◆ Disassembles components, inspects parts for wear. Repairs, overhauls, replaces and rebuilds water and fuel pumps, air conditioning components, compressors, radiators ◆ Diagnoses and repairs malfunctions to all systems ◆ Tunes and performs repairs to diesel engines ◆ Repairs and maintains hydraulic systems ◆ Works under general supervision of the Lead Technician and reports directly to the Operations Manager and/or applicable lead 	<ul style="list-style-type: none"> ◆ Ability to operate equipment and machinery requiring monitoring such as diagnostic equipment ◆ Can use a variety of advisory data and information such as safety regulations, work orders, equipment maintenance and repair manuals, diagrams/schematics, engine oil analysis reports and parts manuals ◆ Able to stand for long periods of time, moderate lifting, stooping, bending ◆ Must be able to lift 75 pounds 	<ul style="list-style-type: none"> ◆ Hazardous Materials training ◆ Valid Driver's License ◆ ASE Certifications in Air Conditioning & Brakes ◆ CDL desirable ◆ Mechanics Vocational Training ◆ Shop Safety training ◆ Hazardous Materials training
Technician I (Tech I)	<ul style="list-style-type: none"> ◆ Performs routine maintenance tasks ◆ Assists with the repair of automotive equipment and vehicles ◆ Performs preventive maintenance duties such as changing oil, replacing tires checking fluid levels, lubricating moving parts, replacing light bulbs, and checking and replacing belts and hoses ◆ Checks and repairs brakes ◆ Rebuilds small engines and repairs equipment ◆ Performs minor welding repairs ◆ Ensures work orders are completed properly 	<ul style="list-style-type: none"> ◆ Has appropriate mechanic's tool set ◆ Able to lift up to 75 pounds, stand for long periods of time, kneeling, bending ◆ Can properly operate automotive repair shop equipment 	<ul style="list-style-type: none"> ◆ Valid Driver's License ◆ ASE Certification desirable ◆ CDL desirable



Job Title	Job Description	Position Requirements	Licenses, Certifications, & Training
	<ul style="list-style-type: none"> ◆ Performs road calls and emergency services as necessary ◆ Participates in safety program ◆ Works under general supervision of the Lead Technician and reports directly to the Operations Manager and/or applicable lead 		<ul style="list-style-type: none"> ◆ Mechanics Vocational Training ◆ Shop Safety training ◆ Hazardous Materials training
Fuel / Car Wash Tech	<ul style="list-style-type: none"> ◆ Attends to the Automated Fueling systems and the Automated Car Wash facilities ◆ Monitors fuel sites and notifies the supervisor of needed repairs ◆ Monitors fuel inventory noting potential leaks and water levels in the tanks ◆ Notifies management when fuel supply is approaching minimum stocking levels ◆ Notifies management when water level exceeds 2 inches ◆ Assists with collecting fuel system data ◆ Responds to request for assistance with fueling vehicles ◆ Stands-by during fuel deliveries to assist as needed ◆ Monitors the automated car wash, and notifies management of needed repairs, maintenance, or consumables ◆ Assist Maintenance Technicians with tasks requiring two-person procedures ◆ Transports vehicles for outside repairs or service ◆ Runs errands ◆ Works under general supervision of the Lead Technician and reports directly to the Operations Manager and/or applicable lead 	<ul style="list-style-type: none"> ◆ Ability to interpret instructions furnished in written, oral, diagrammatic or schedule form ◆ Ability to exert regular and sustained physical effort ◆ Ability to lift 75 pounds, stand for long periods of time, kneeling, bending 	<ul style="list-style-type: none"> ◆ Valid Driver's License ◆ Shop Safety training ◆ Hazardous Materials training
Service Writer	<ul style="list-style-type: none"> ◆ Works with customers and technicians to trouble shoot automotive equipment, heavy equipment and vehicles 	<ul style="list-style-type: none"> ◆ Ability to perform basic level of data analysis including the ability to review, 	<ul style="list-style-type: none"> ◆ Valid Driver's License



Job Title	Job Description	Position Requirements	Licenses, Certifications, & Training
	<ul style="list-style-type: none"> ◆ Responsible for repairs and maintenance on a wide range of complex equipment and vehicles such as fire vehicles, construction equipment tow-trucks, and others ◆ Works under general supervision ◆ Generally free to develop own work sequences within established procedures, methods and policies ◆ Interfaces with customers to identify the issues they are having with their vehicles/equipment ◆ Using the information gained from the customer, opens work orders to complete the work ◆ Verifies work is complete when identified as complete by the technicians. ◆ Closes service orders in FASTER FMIS ◆ Performs routine vehicle and equipment preventive maintenance inspections ◆ Reports directly to the General Manager 	<ul style="list-style-type: none"> classify, categorize, and prioritize reference data, statutes and/or guidelines ◆ Skills required to repair complex equipment and machinery ◆ Ability to lift 75 pounds, stand for long periods of time, kneeling, bending ◆ Fleet Management experience preferred 	<ul style="list-style-type: none"> ◆ ASE Master Medium/ Heavy Truck Technician Preferred ◆ CDL desirable ◆ Mechanics Vocational Training ◆ Shop Safety training ◆ Hazardous Materials training
Information Tech	<ul style="list-style-type: none"> ◆ Acts as the System Administrator for the City's FMIS ◆ Granted the necessary administrative permissions and is available to work in conjunction the City's Central Financial System (FAMIS) System Administrator ◆ Performs maintenance and IT support for data lines and the network as necessary to maintain the FASTER FMIS and any other systems required by the corporate office ◆ Supports the company's email system ◆ Orders and stocks the necessary computer supplies required to perform all computer functions 	<ul style="list-style-type: none"> ◆ Ability to follow specific instructions and respond to simple requests from supervisors ◆ Ability to perform addition, subtraction, multiplication and division, calculate decimals and percentages ◆ Ability to lift 75 pounds, lift stoop, bend, climb stairs to carry, stock and distribute parts inventory ◆ Ability to sustain prolonged visual concentration to enter items to computer records 	<ul style="list-style-type: none"> ◆ Valid Driver's License ◆ Applicable computer training and certifications



Job Title	Job Description	Position Requirements	Licenses, Certifications, & Training
	<ul style="list-style-type: none"> ◆ Installs, implements, and maintains all hardware necessary for electronic record keeping and reporting systems for all services being contracted. ◆ Supports maintenance and upgrades of hardware, with the approval of the City ◆ Receives, reviews, and compares documents, forms, or applications for completeness and accuracy ◆ Gathers and records statistical information for reporting purposes ◆ Assists with maintaining database for FASTER FMIS ◆ Assists with special projects as assigned ◆ Other related duties as assigned ◆ Reports directly to the General Manager 		
Parts Clerk	<ul style="list-style-type: none"> ◆ Orders, stocks and distributes automotive and equipment parts and maintains inventory records on the computer ◆ Performs a variety of moderately complex duties, including ordering, stocking and distributing parts used in maintaining and repairing vehicles and equipment and maintaining related vehicles records ◆ Processes invoices for payment ◆ Verifies receipt of invoiced parts, materials and supplies ◆ Maintains and tracks inventory computer records ◆ Unloads, stores, transports, delivers and distributes parts, materials and supplies ◆ Cleans parts storage and work area ◆ Reports directly to the Operations Manager and/or applicable lead 	<ul style="list-style-type: none"> ◆ Ability to process, calculate, compute, summate and /or tabulate data ◆ Ability to follow specific instructions and respond to simple requests from supervisors ◆ Ability to utilize a wide variety of reference and descriptive data and information such as purchase orders, invoices, delivery slips, vendor contracts, Material Safety Data Sheets, parts manuals, inventory lists, and vehicle maintenance manuals ◆ Ability to perform addition, subtraction, multiplication and division, calculate decimals and percentages ◆ Ability to lift 75 pounds, lift stoop, bend, climb stairs to carry, stock and distribute parts inventory 	<ul style="list-style-type: none"> ◆ Valid Driver's License ◆ Forklift driver certification preferred ◆ Shop Safety training ◆ Hazardous Materials training



Job Title	Job Description	Position Requirements	Licenses, Certifications, & Training
		<ul style="list-style-type: none"> ◆ Ability to sustain prolonged visual concentration to enter items to computer records 	
Office Manager	<ul style="list-style-type: none"> ◆ Responsible for managing and maintaining operational components for management and support staff, including first-line reception ◆ Serves as liaison to management and support staff ◆ Manages the day-to-day operations of front office ◆ Provides professional, service-oriented reception to customers who call or visit the Project Manager's Office ◆ Takes accurate phone messages, and directs callers to voice mail when appropriate ◆ Oversees and directs workflow, independently responds to inquiries, complaints, and concerns from customers and visitors ◆ Researches and resolves problems ◆ Oversees operational needs for General Manager's Office ◆ Develops and maintains administrative procedures and recommends, develops, and implements changes as appropriate ◆ Oversees maintenance of office record-keeping systems ◆ Directs general supplies purchases, including petty cash fund ◆ Performs or oversees budgetary monitoring of purchases, recharges, and transfers of expense ◆ Maintains calendar and provides administrative support for the General Manager and the Shop Supervisor as appropriate ◆ Reports directly to the General Manager 	<ul style="list-style-type: none"> ◆ Related analytical, administrative/reception experience sufficient to perform assigned duties ◆ Judgment and prudent exercise of authority in formulating and implementing problem solutions ◆ Excellent communication and interpersonal skills, demonstrating tact and diplomacy to consistently interact effectively and flexibly with diverse groups ◆ Ability to work effectively both as part of a team and individually ◆ Exceptional organizational skills sufficient to prioritize and complete assignments and projects independently, while balancing competing needs and attending to detail ◆ Demonstrated, outstanding ability to work under pressure in a busy office with frequent interruptions, changing priorities and short deadlines ◆ Knowledge of and experience using information technology tools ◆ General understanding of budget and accounting processes 	<ul style="list-style-type: none"> ◆ Valid Driver's License



Job Title	Job Description	Position Requirements	Licenses, Certifications, & Training
Admin/ Clerk	<ul style="list-style-type: none"> ◆ Works independently to provide a range of clerical duties of average difficulty ◆ Updates files and maintains a variety of records such as addresses, telephone numbers, vacation schedules, attendance and timesheets, numerical logs, ledgers, and client files ◆ Photocopies documents, collates, assembles, and distributes materials ◆ Types/produces reports or correspondence using word processing, spreadsheet, and other business software ◆ Receives, reviews, and compares documents, forms, or applications for completeness and accuracy ◆ Responsible for follow-up work to ensure all applications are complete with all necessary data and supporting documents ◆ Performs complex data entry tasks; checks and corrects input errors ◆ Gathers and records statistical information for reporting purposes ◆ Assists with maintaining database for FASTER FMIS ◆ Assists in scheduling and general set up tasks for meetings in local communities as requested ◆ Assists with special projects as assigned ◆ Other related duties as assigned ◆ Reports directly to the Office Manager 	<ul style="list-style-type: none"> ◆ Ability to follow specific instructions and respond to simple requests from supervisors ◆ Ability to perform addition, subtraction, multiplication and division, calculate decimals and percentages ◆ Ability to lift 75 pounds, lift stoop, bend, climb stairs to carry, stock and distribute parts inventory ◆ Ability to sustain prolonged visual concentration to enter items to computer records 	<ul style="list-style-type: none"> ◆ Valid Driver's License

Figure 1.5.2-1. Position Descriptions for Fleet Maintenance & Management Positions



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1.5.3 Key Personnel

G4S IS has a simple chain-of-command that facilitates excellent customer service and relations at all levels. Our General Manager and the staff at the City of Fort Lauderdale facilities will have unlimited access to corporate personnel who can answer questions, provide back-up support, and complete tasks that may not be available at the site level. **Figure 1.5.3–1** illustrates our site and corporate structures as they relate to this contract.

G4S IS Corporate & Site Organization

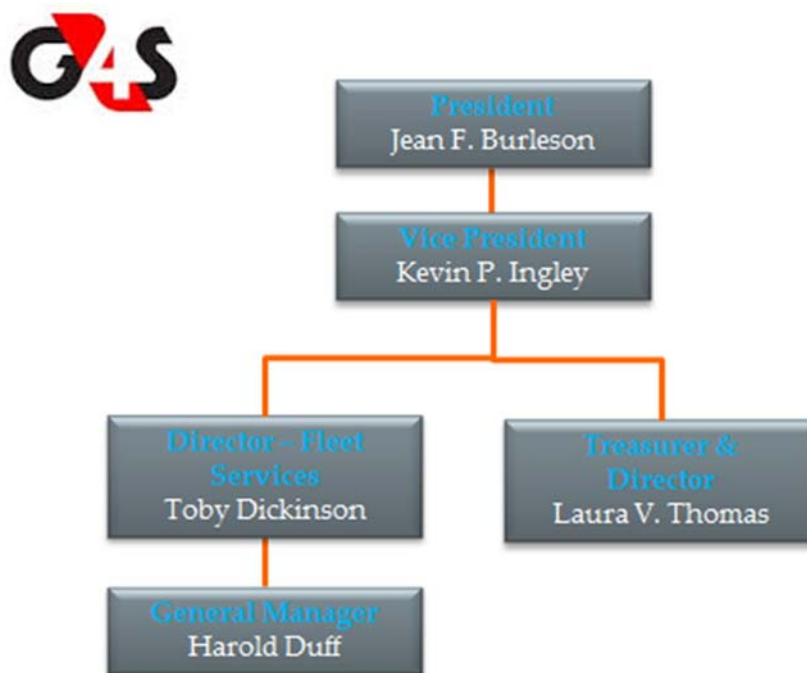


Figure 1.5.3-1. Corporate & Site Organizational Chart.

By empowering each employee with sufficient authority and other resources, they can perform their tasks independently without having to seek higher-level management approval and therefore react more quickly to the City’s requirements. This arrangement also improves job quality by focusing responsibility for performance.

1.5.3.1 CORPORATE SUPPORT

Our corporate office will provide our full support in performance of this contract and our combined staff experience and expertise are unparalleled. From our staff personnel to our top management positions, we have a proven track record performing fleet operations. Our format of checks and balances allows us to proactively manage our performance in all areas. If the job is not being performed correctly we will know and be able to implement immediate corrective actions. This system allows us to virtually eliminate complaints. We feel that it should always be our job, not yours, to oversee quality control and deliver “*best in class service.*”



Expected contributions of the corporate team members are described in **Table 1.5.3.1–1**.

On-Site Project Staff & Corporate Office Duties/Responsibilities

Responsibility	On-Site Management	Corporate Office
Personnel	<ul style="list-style-type: none"> – Hire/discharge personnel – Provide introductory, on-the-job, and annual training – Validate payroll for corporate office – Maintain personnel training, health, safety, and certification records 	<ul style="list-style-type: none"> – Develop and maintain EEO and other policies – Issue payroll checks – Track employee benefits – Maintain personnel database – Handle all security related issues – Vet new hires; review licenses annually
Administration	<ul style="list-style-type: none"> – Maintain on-site security regulations and key control requirements – Prepare and submit reports to the City – Validate vendor invoices 	<ul style="list-style-type: none"> – Audit reports and deliverables submitted to the City – Prepare/submit invoices to the City – Review vendor invoices and arrange for payments
Quality	<ul style="list-style-type: none"> – Implement QC Plan – Perform QC inspections – Interface with the City QA/QC personnel – Perform trend analyses – Correct deficiencies – Conduct quality & safety training – Counsel employees as required 	<ul style="list-style-type: none"> – Perform multiple annual inspections – Monitor QC reports , City surveillance reports, and customer feedback – Meet with City Quality personnel
Logistics	<ul style="list-style-type: none"> – Order materials and supplies from approved sources – Track stock of parts, equipment, and supplies – Maintain inventory records 	<ul style="list-style-type: none"> – Establish open order accounts with local and national vendors – Audit project purchases – Maintain property administration
Performance	<ul style="list-style-type: none"> – Establish work schedules and assignments – Conduct weekly meetings with staff – Review actual work performed against work scheduled & AQLs 	<ul style="list-style-type: none"> – Conduct project phase-in – Monitor project through scheduled and unscheduled site visits – Establish and monitor project plans
Interfaces	<ul style="list-style-type: none"> – Respond to deficiency reports – Negotiate in-scope contract changes with the City – Interface with customers and personnel as needed 	<ul style="list-style-type: none"> – Conduct annual negotiations with the City for contract options – Meet periodically with the City as requested

Table 1.5.3.1–1. On-Site Project Staff & Corporate Office Duties/Responsibilities. Our corporate and site personnel work together to ensure that no task goes undone.

1.5.3.2 DIRECTOR, FLEET OPERATIONS—TOBY DICKINSON

G4S IS is fortunate to have outstanding facilities professionals on our staff. Among those is our Director of Fleet Services, Mr. Toby Dickinson. Mr. Dickinson has:

- ◆ More than 20 years of experience managing multiple maintenance contracts throughout the United States for commercial and Government sites
- ◆ Twenty-five years of fleet management experience
- ◆ Experience with all types of fleet equipment including cars, buses, police/fire/emergency vehicles, heavy equipment, and small equipment



*Toby Dickinson, Director –
Fleet Services*

The General Manager for this contract will report directly to Mr. Dickinson. Mr. Dickinson will be available to the City Fleet Administrator and any other appropriate official at all times via telephone. He will respond personally to all concerns. Mr. Dickinson, or his designated Corporate Representative, will visit the contract site periodically, and whenever the situation requires his presence onsite. He may also support this contract site with:

- ◆ A staff of over 350 craft and technical personnel who are currently employed by G4S IS to provide backup support for unique or emergency skill requirements
- ◆ Backup management personnel with current experience in managing vehicle operations and maintenance contracts

RELEVANT EXPERIENCE

Director – Fleet Services, G4S IS, Fort Worth, TX 1998 – Present

Mr. Dickinson is responsible for the successful operation and performance of all fleet contracts held by G4S IS. He serves as the direct supervisor for all Fleet Managers throughout the country and acts as a liaison with each of our customers ensuring that contracts are completed accurately, completely and according to contract requirements. He is ultimately responsible for all Safety, Security, Quality, and Training Programs associated with Fleet Operations.

Corporate Manager and Vice President, G4S IS Technical Services, Fort Worth, TX
2006—Present

Mr. Dickinson's overall responsibility is ensuring that Project Managers meet and exceed performance requirements. Serve as customer liaison to ensuring customer needs are anticipated and met. Monitor contract cost, budget and performance and manages companywide fleet employee training and certification programs.

Corporate Manager, TECOM, Austin, TX 1998—2006

Mr. Dickinson's overall responsibility was ensuring that Project Managers meet and exceed performance requirements. Serve as customer liaison to ensuring customer needs are anticipated



and met. Monitor contract cost, budget and performance and manages companywide fleet employee training and certification programs.

Regional Fleet Manager, TECOM, Austin, TX 1996—1998

Mr. Dickinson's overall responsibility was for 11 fleet shop operations in Texas, Oklahoma, and New Mexico. Coordinate customer needs with each shop manager. Manage budget, cost and performance of each shop manager.

Area Manager, TECOM, Austin, TX 1993—1996

Mr. Dickinson's responsibility was for five shop operations in West Texas and New Mexico. He managed budget, cost and contract performance for each contract.

Shop Manager, TECOM, Austin, TX 1989—1993

Mr. Dickinson's managed heavy equipment maintenance operations in Hobbs, New Mexico. He managed twenty-four hour operations, including tractor trailer shop, heavy equipment shop, parts operation and fleet MIS team. He provided daily, weekly and monthly customer and company cost, budget and performance reporting. Mr. Dickinson also managed employee training and certification programs.

1.5.3.3 PROPOSED GENERAL MANAGER

Our contract General Manager, Mr. Harold Duff, has overall responsibility to ensure vehicles and equipment is maintained in a safe and serviceable condition by using the most economical, reliable and up-to-date repair and management procedures available. In addition, he will ensure all vehicles assigned to the City Fleet are in a ready state.

Other duties of the General Manager include:

- ◆ Plans and organizes vehicle maintenance activities and resources
- ◆ Plans workloads and schedules work assignments to meet predefined fleet availability goals
- ◆ Analyzes and reviews maintenance reports to ensure preventive maintenance and repairs are completed and monitors work order and cost control
- ◆ Provides emergency coverage by coordinating resources to meet specific City-directed emergency response efforts
- ◆ Functions as the single point of contact between G4S IFS and the City, and has direct control over all contract functions
- ◆ Other duties to insure outstanding customer support and services

Mr. Duff has proven technical and managerial experience in the field of both light vehicles, such as police vehicles and pickup trucks, and heavy equipment fleets, to include road building equipment. G4S IFS employs only seasoned managers who possess the necessary skills and experience to ensure the successful performance of all contract requirements.

We know that compatibility with the customer is the most important quality our manager must possess to maintain effective working relationships. These relationships are essential to every service contract. As the City will see, Mr. Duff is someone who will work in the cooperative pursuit of service excellence under this contract. Mr. Duff's résumé is presented below.



SUMMARY

G4S IS proposes Mr. Harold Duff as our General Manager candidate for this contract. Mr. Duff is a fleet management professional with over 30 years' experience maintaining fleet operations. He possesses the negotiation and communication skills required to work well with customers, staff, subcontractors, and other persons we comes in contact with. He has knowledge and experience working with fleet and office computer systems. Supervisory skills implemented checks and balances to ensure proper completion of jobs and efficient use of personnel. World-class customer service delivered success in operations and relationships with customers, vendors and employees.

RELEVANT EXPERIENCE

Project Manager – G4S Integrated Fleet Services, Brownsville, TX 9/2000 – Present

- ◆ Oversee operations of the Fleet Maintenance Contract
- ◆ Responsible for all HR policy implementation and compliance
- ◆ Responsible for all OSHA policy implementation and compliance
- ◆ Responsible for all reporting to the City of Brownsville and corporate headquarters
- ◆ Responsible for all invoices and purchases
- ◆ Monitor all service work orders
- ◆ TPCA Class A and B UST Facility Operator
- ◆ Oversee the administration and maintenance of 2 (two) fully automated (Gasboy and PetroVend) Fuel Dispensing System, Card/ChipKey System, and Tracking System
- ◆ Electronic fuel monitoring and ordering
- ◆ SIR (Site Inventory Report) Daily, Weekly, Monthly, and Yearly for TCEQ (Texas Commission on Environmental Quality) compliance
- ◆ Preparation and distribution of automated fuel reports for all departments weekly, monthly, and yearly
- ◆ Administration of annual tank and line tightness testing

Project Manager, TECOM, Ft. Wayne, IN 07/1997 – 07/2000

- ◆ Oversee operations of the Fleet Maintenance Contract
- ◆ Responsible for all HR policy implementation and compliance
- ◆ Responsible for all OSHA policy implementation and compliance
- ◆ Responsible for all reporting to the City of Ft. Wayne and corporate headquarters
- ◆ Responsible for all invoices and purchases
- ◆ Monitor all service work orders
- ◆ Oversee the administration and maintenance of a fully automated (Gasboy) Fuel Dispensing System, Card/ChipKey System, and Tracking System
- ◆ Electronic fuel monitoring and ordering
- ◆ SIR (Site Inventory Report) Daily, Weekly, Monthly, and Yearly for INAQC (Indiana Air Quality Commission) compliance



- ◆ Preparation and distribution of automated fuel reports for all departments weekly, monthly, and yearly
- ◆ Administration of annual tank and line tightness testing
- ◆ Service Department administrative duties

Service/Parts Manager, City of Ft. Wayne, IN

01/1986 – 09/1997

- ◆ Service/Parts Department administrative duties
- ◆ Supervise service technicians and Parts clerks
- ◆ Work order control
- ◆ Procurement control
- ◆ Oversee the administration and maintenance of a fully automated (Gasboy) Fuel Dispensing System, Card/ChipKey System, and Tracking System
- ◆ Electronic fuel monitoring and ordering
- ◆ SIR (Site Inventory Report) Daily, Weekly, Monthly, and Yearly for INAQC (Indiana Air Quality Commission) compliance
- ◆ Preparation and distribution of automated fuel reports for all departments weekly, monthly, and yearly
- ◆ Administration of annual tank and line tightness testing

EDUCATION

- ◆ National Association of Fleet Administrators (7 year member)
- ◆ Certified TPCA Class A and B UST Facility Operator
- ◆ Certified OSHA 30 Hour General Industry Outreach
- ◆ ASE Certified automotive A/C technician
- ◆ Fleet Assessment and Management Training
- ◆ Columbia City, Indiana, High School class of 1970

1.5.3.4 PROPOSED OPERATIONS MANAGERS

G4S IS will use two (2) Operations Managers on this contract – one for the day shift and one at night. The proposed Operations Managers (Mr. Tom Robertson and Mr. John Croop) will be responsible for planning, organizing, assigning and directing the work activities of the technical staff so that they may realize their work goals. They also ensure the consistent application of corporate and City technical policies, procedures and guidelines. They confer with personnel to exchange information; explain work policies, procedures and guidelines; identify work related problems; and impact and formulate possible solutions for all issues.

They also:

- ◆ Review work performance and perform inspections of work-in-progress and completed tasks
- ◆ Make recommendations to management related to personnel actions such as promotions, status changes, separations and grievance dispositions
- ◆ Train subordinate staff in the work principles, policies and procedures to maintain and/or improve the production levels of employees



- ◆ Enforce preventive maintenance programs and schedules equipment for service
- ◆ Assess fleet problems and make recommendations for appropriate and cost-effective solutions
- ◆ Monitor and perform periodic inspections of facilities, equipment and inventory to assure safe operations and security of client provided property.

SUMMARY: JOHN H. CROOP

John Croop is a seasoned fleet professional with more than 35 years' experience working in the industry. Mr. Croop is a self-starter who is quick to learn new tasks. He works well with other personnel and has extensive knowledge of police, fire, and other fleet vehicle operations, maintenance, and repairs. His knowledge of municipal operations as well as business and maintenance requirements make him an excellent fit for this contract.

RELEVANT EXPERIENCE

Deputy Sheriff / Mechanic /Assistant Fleet Manager, Geauga County Sheriff's Office – Chardon, OH 12/2004 – Present

- ◆ Develop, maintain and update a standard Preventative Maintenance schedule
- ◆ Schedule repairs and daily operations for 80 owned and 70+ other vehicles
- ◆ Diagnose & repair vehicles as directed
- ◆ Procure parts and services. Maintain parts inventory
- ◆ Supervise subordinate employees and inmate laborers on shop floor
- ◆ Data entry and tracking of shop operations
- ◆ Disposal of retired vehicles
- ◆ Obtain salvage auto titles for area tow operations per ORC

Patrolman / Fleet Manager, Ravenna City Police Department – Ravenna, OH

2/1983 – 12/2004

- ◆ Road Patrol
- ◆ Answer critical calls as assigned
- ◆ Investigate criminal activity & motor vehicle accidents
- ◆ Enforce criminal and traffic laws for the City of Ravenna & State of Ohio
- ◆ Manage, schedule and repair fleet of 19 police vehicles
- ◆ Manage repair cash flow account
- ◆ Schedule, perform and track radio & vehicle equipment repairs
- ◆ Assess warranty recovery, new vehicle requisitions & old vehicle disposal

Automotive Technician/Towing & Recovery Operator, Diamond Garage – Diamond, OH 4/1979 – 12/1987



- ◆ Diagnose & repair vehicles as directed
- ◆ Tow truck operation and vehicle recovery
- ◆ Manage shop in supervisors absence
- ◆ Customer service
- ◆ Procure parts & services
- ◆ Dispatch tow calls as needed

Deputy Sheriff, Portage County Sheriff's Department – Ravenna, OH 11/1982 – 6/1983

- ◆ Road patrol
- ◆ Patrol rural areas of Portage County
- ◆ Enforce criminal & traffic laws
- ◆ Answer critical calls for service

EDUCATION

- ◆ NAFA'S Certified Automotive Fleet Manager (CAFM) Program, June 2009
- ◆ Microsoft Excel, I, II, III Program Auburn Career Center, Fall 2007
- ◆ NAFA'S Fleet Management Seminar Training, Detroit Michigan, October, 2007
- ◆ Certificate of Participations from Wright State University, "Preventative Maintenance for Fleet Operations" and "Motor Fleet Maintenance Management"
- ◆ Automotive Service Excellence (ASE) Certified in: Master Auto Technician, Master Truck Technician, Truck Equipment Technician and Under Car Specialist
- ◆ Attended Michigan State Police Vehicle Testing 1997, 2001 through 2012
- ◆ Numerous continuing education workshops and seminars as presented by various suppliers and auto fleet industry trainers
- ◆ Fire arms proficiency for yearly state certification
- ◆ Ohio Basic Peace Officer Training Academy
- ◆ Graduated from Maplewood Career Center in Auto Mechanics – receiving State Certification (1980)

PROFESSIONAL AFFILIATIONS

- ◆ Member of Fraternal Order of Police (FOP)
- ◆ Member of NAFA Fleet Management Association
- ◆ Member of American Public Works Association (APWA)
- ◆ Member of Society of Automotive Engineers (SAE)
- ◆ Currently serving as Vice Chairman on NAFA Public Safety Group Committee
- ◆ Member NAFA Educational Development Committee
- ◆ Public Safety Industry Representative to NAFA National Board of Governors



SUMMARY: TOM W. ROBERTSON III

Tom Robertson is driven business professional with a unique combination of expertise as an OEM and experience as an equipment dealer and in directing multi-site retail, repair and rental operations. He is accomplished in fleet equipment, organizational development, cost reduction, supply chain management, vendor relationship development, and process improvement. He also has extensive experience at solving problems and using his leadership skills. In his past positions he has executed and focused his actions towards achieving results by developing sound business strategies, setting policy, establishing corporate business plans, and making good decisions related to ROI on financial issues.

RELEVANT EXPERIENCE

Fleet Manager, Brownsville Public Utilities Board – Brownsville, TX May 2011 – Current

Managed fleet, purchased equipment, disposed of equipment, as well as managed all aspects of repair four hundred and fifty pieces of equipment to include shop and support staff.

- ◆ Developed and Implemented parts and service marketing plans
- ◆ Developed and implemented PSSR Training Program
- ◆ Selected customer to “Pilot” product support program resulting in increased sales
- ◆ Created and Implemented parts and service marketing plans
- ◆ Implemented KPI’S [Key Performance Indicators] to evaluate systems and sales force
- ◆ Executed market intelligence survey
- ◆ Generated new revenue thru product support sales by 3%
- ◆ Implemented and utilized Caterpillar product link to manage two different fleets of equipment
- ◆ Implemented JD link to manage a portion of a fleet of equipment
- ◆ Implemented and utilized Qualcomm to manage a rental fleet of equipment and field service trucks
- ◆ Utilized Caterpillar Telemetry technology to evaluate a fleet of scarpers
- ◆ Extensive evaluation of Trimble and Navman Systems
- ◆ Created and implemented new processes to solve equipment and system problems
- ◆ Implemented new business process to improve efficiency and reduce costs by \$125,000 annually
- ◆ Reduced equipment operating costs by \$2.00/hour / class of equipment
- ◆ Improved fleet availability by 15% resulting higher utilization by 10%
- ◆ Developed 6 different equipment management systems resulting in a 20% reduction in costs
- ◆ Implemented planned equipment replacement program resulting in \$100K savings annually
- ◆ Reduced unscheduled downtime and increased scheduled downtime by 60% and 15% respectively
- ◆ Developed Equipment Purchasing Agreement with major OEM saving \$200K annually
- ◆ Implemented planned component replacement program saving \$100K annually in repair costs
- ◆ Developed business relationships with equipment dealers resulting in savings of \$800K



- ◆ Developed PM/Inspection Program extending equipment life by 20% added 10% equipment value
- ◆ Developed shop process to improve profitability and increase sales by 30% and 10% respectively
- ◆ Implemented centralized purchasing process saving \$150K annually
- ◆ Started 3 repair shops resulting in \$400K in savings in equipment repair and rental cost
- ◆ Managed safety and quality programs saving \$15K annually
- ◆ Implemented scheduled oil sample program resulting in \$50K in annual savings
- ◆ Developed a “right time” equipment replacement concept
- ◆ Developed a ratio of 80% scheduled repairs and 20% unscheduled repairs
- ◆ Extended major components life by 30%
- ◆ Designed a reporting system to effectively manage a fleet of equipment
- ◆ Developed operator training program resulting in 10% lower operating costs
- ◆ Developed a permanent in-house DOT inspection program saving minimum \$1,200 per month

Dallas Morning Newspaper, Part Time/Temporary – Dallas, TX 9/2010 – 5/2011

Wall Street Journal production line

Project Participant (Member), Executives in Action – Dallas, TX 5/2009 – 6/2010

Member of Executive in Action – fundraising, process improvement and consulting

General Manager/Contractor (Self- employed), Southwest One - Dallas, TX
5/2008 – 6/2010

Designed a cosmetic and specialty clothing boutique facility. Supervised sub-contractors, developed budgets, business forecast, conducted a market analysis, and developed a business plan.

Corporate Equipment Manager, AUI Contractors [General Contractor] - Fort Worth, TX
2/2007 – 5/2008

Managed the fleet of equipment, warehouse and purchasing for \$80 million/year company

General Manager of Product Support, Arnold Machinery [Volvo, Hitachi Dealer] - Phoenix, AZ 5/2005 – 11/2006

Directed 8 parts and service operations in 5 states for \$600 million/year company

Product Support Manager, RDO Equipment [John Deere Dealer] - Dallas, TX
4/2003 – 2/2005

Led the marketing of parts and service for 12 stores in 3 states for \$1 billion/year company

Division Equipment Manager-Western Division, Vulcan Materials [Aggregate Producer] - Los Angeles, CA 3/1999 – 4/2003



Managed 800 pieces of mining equipment, vehicles and mixer trucks for 36 aggregate, asphalt, concrete and landfill operations in 3 states for \$3 billion/year company

Corporate Equipment Manager, Trinity Industries [Manufacturing] – Dallas, TX
1/1994 – 3/1999

Directed five equipment repair facilities to include one in Mexico. Managed 3,000 pieces of equipment with a \$6 M repair budget for a \$3.2 billion/year company

Rust Tractor Co. (Cat Dealer) -Albuquerque, NM - ***Product Support Mgr. Coal Mines***

K.N.C., Inc. (Contractor) - Albuquerque, NM - ***Vice-President Equipment Division***

Caterpillar Tractor Co. - Peoria, IL - ***District Service and Marketing Manager***

EDUCATION

Bachelor of Science Industrial Technology – Pittsburg State University, Pittsburg, KS; Major: Building Design and Construction; Minor: Business

1.5.4 Incumbent Personnel

It has always been G4S IS's policy to staff our contracts with the highest level of quality employees. We recognize that the current employees possess special knowledge of the contract, City Departments and customers, as well as the unique nature of the City's fleet. We will offer qualified personnel currently employed under this contract "*First Right of Refusal*" during our phase-in hiring period.

For those positions not filled by incumbent workers, we will supply a listing of position requirements to the Fort Lauderdale Contracts Administrator for posting on City Bulletin boards. After providing current City employees an advance notification of openings, we will post current openings in local newspapers, on on-line staffing sites (especially those focusing on mechanical personnel), at local trade schools, on the G4S IS website, etc. From the applications received, we will schedule interviews, and select the highest qualified workers and technicians available to fill the remaining and open positions.

1.5.5 Uniforms

G4S IS will provide uniforms for our employees hired to perform services under this contract. The uniforms will have the company logo and the employee's name visible. G4S IS takes pride in our on-site teams, and by fostering a sense of teamwork, customer service and *esprit de corps*, our teams present a consistently high level of professionalism to our customers at all times.

1.5.6 Training

In the rapidly changing field of fleet/automotive maintenance, we find a definite need for continual training and cross-utilization of our staff to ensure consistency in all the skills of the trade. Initial and ongoing training is the cornerstone for providing high quality service. It is our policy to encourage and assist our technicians to obtain state licenses where applicable, to be beneficial to the requirements of each maintenance contract. Our policy also includes encouraging and assisting our technicians to obtain certificates issued by the National Institute



for Automotive Service Excellence (ASE). We back our commitment to training with monetary incentives for our employees who successfully pass the written examinations.

Our training approach includes several basic elements. They are:

- ◆ Establishment of a formal training record for each employee
- ◆ Identification of mandatory training and certifications for each position
- ◆ Review and evaluation of each employee's previous training
- ◆ Identification of required and needed training
- ◆ Establish a training schedule for each employee
- ◆ Update the employee training record as prescribed training is completed

Our policies also include encouraging and assisting our technicians to obtain certificates issued by the National Institute for Automotive Excellence (ASE). As a financial incentive to encourage participation in the program, we will pay for the tests and the mechanics wages while he is taking the test. We will furnish our mechanics with study materials for test preparation. Study materials will be obtained from various sources and will consist of selected excerpts from trade publications and factory repair manuals, aftermarket manufacturer's brochures, factory bulletins, and any other material deemed appropriate. In addition, refresher course text books will be issued, each of which is designed to prepare the mechanic for a specific certification test (i.e., drive train, engine, transmission, air conditioning, brakes).

Mechanics will receive outside and in-house training. Outside training generally consists of sending a supervisor or senior mechanic to an educational / technical training facility to learn about specific new techniques, or attain some other highly specific objective. These selected personnel will then train others in the shop on the specific job to be accomplished. Factory-sponsored training is sought for specific vehicles maintenance operations such as ambulances, fire trucks, and other mission specific equipment not usually found in a non-commercial/ industrial complex.



1.6 Qualifications and Experience [RFP §II ¶4.6]

1.6.1 Summary of Applicable Past Experience

1.6.1.1 COMPANY PROFILE

G4S Government Solutions is a respected and reliable provider of fleet support services. We employ thousands of managers, professionals, administrative, technical, and trades personnel worldwide. As one of the largest companies in the world, we have the resources to guarantee that our customers receive responsive service on-time. We mean it when we say we'll cooperate with our customers to help them achieve their mission objectives at the lowest practical costs and we work hard to exceed our customer's expectations.

1.6.1.2 FLEET MAINTENANCE AND MANAGEMENT HISTORY

G4S IS understands the importance of having the required number of safe, fully serviced, and operational vehicles ready, available, and on the street at all times. With corporate fleet experience spanning three decades, we have successfully addressed the challenges related to managing and maintaining fleets under diverse operating environments.

G4S IS manages more than 26,000 vehicles nationwide. From Federal Government contracts to State, City, Local, and private industrial contracts, we demonstrate—each and every day—the capability to perform all requirements outlined in the RFP.

G4S IS's existing fleet maintenance contracts each incorporate the requirements for a scheduled PM program. We will use the FASTER FMIS to record dates/hours of last PM performed, date/hours that next PM is due, and any extenuating circumstances or special items that must be taken into account when scheduling the vehicle or piece of equipment for its next periodic inspection. We have the capability to forecast parts required in the PM process, including filters, brake pads, fluids, and other materials that may be needed. This forecasting allows us to have the part on the shelf when the PM is performed, reducing downtime waiting for parts to be delivered from a supplier.

1.6.1.3 FLEET EXPERIENCE AND CONTRACTS

G4S IS has experience providing customers with exceptional fleet management services for over 30 years. As one of the leading fleet management companies in the nation, our services are founded on time-proven experience, basic mechanic know-how, and state-of-the-art diagnostic capabilities to solve the most perplexing fleet problems. We employ highly trained, ASE/EVT certified maintenance technicians and provide continuing training programs to ensure that the most current information, tools and procedures are used to mitigate any automotive repair challenges.

For the last three (3) decades, we have successfully addressed the challenges related to managing and maintaining fleets under diverse operating environments. Currently G4S IS manages more than 26,000 vehicles nationwide, from Federal Government contracts to State, City, Local, and private industrial contracts at a competitive market cost. Regardless of the industry G4S IS prides itself on being the right contractor, providing the right solution, and at the best price. Because of this commitment we have earned a reputation for never failing to perform on a



contract, offering quality fleet services that include consistently helping our customers identify, evaluate, and mitigate risks at all times. Our portfolio currently includes:

- ◆ Federal, state, county, municipal, and commercial vehicle operations and maintenance contracts
- ◆ Base operations support, transportation, and motor pool
- ◆ Fleet maintenance and fuel services
- ◆ Fleet services call centers and body shops
- ◆ Selected as 22nd of the top 100 fleet operations in the U.S.
- ◆ One-hundred percent contract completion rate
- ◆ 70% of all fleet technicians have ASE Certifications
- ◆ Never had a performance bond called

Contracts/Value	Site Location	Contracting Office	Vehicle Count
Commonwealth of Virginia (DGS) \$5,458,710	Richmond, VA	202 North Ninth St. Ste #209 Richmond, VA 23219 804-371-0932	5208
Los Angeles Internal Services Department (ISD) \$41,250,000	LA County, CA	1100 N. Eastern Avenue Los Angeles, CA 90063 323-881-3919	4112
Montgomery County \$13,200,000	Rockville, MD	16630 Crabbs Branch Way Rockville, MD 20855 240-777-5738	2454
City of Pembroke Pines \$13,200,000	Pembroke Pines, FL	13975 Pembroke Rd. Pembroke Pines, FL 33027 954-437-1111	860
District of Columbia Water and Sewer (WASA) Authority \$6,273,755	Washington, DC	5000 Overlook Ave., SW Rm. #200 Washington, DC 20032 202-787-2397	846
District of Columbia Parts (Goods and/or Services) \$3,300,000	Washington, DC	5000 Overlook Ave., SW Rm. #200 Washington, DC 20032 202-787-2397	N/A
City of Arlington \$23,898,166	Arlington, TX	1015 W. Main St. Arlington, TX 76013 817-459-5451	682
University of Texas at Arlington \$78,000	Arlington, TX	219 West Main St. Arlington, TX 76010	N/A
Weld County \$7,982,309	Greeley, CO	1150 O St. Greeley, CO 80631 970-356-4000	548
City of Carrollton \$11,222,208	Carrollton, TX	1945 E. Jackson Rd. Carrollton, TX 75006 972-466-3008	485



Florida Dept. of Transportation (FDOT) \$2,259,386	Ft. Lauderdale, FL	3400 West Commercial Blvd. Fort Lauderdale, FL 33309 954-777-4614	353
Township of Neptune \$1,892,846	Neptune, NJ	25 Neptune Blvd. Neptune, NJ 07753 732-988-5200	336
Chevron Phillips (Commercial) \$14,000,000	Borger, TX	PO Box 968 Spur 119 East Borger, TX 79008 806-275-5525	208
Kershaw County \$2,748,333	Kershaw, SC	515 Walnut St. Camden, SC 29020 803-425-1500	200
City of Addison \$3,293,421	Addison, TX	16801 West Groove Addison, TX 75001	180
City of Allentown \$18,092,839	Allentown, PA	1825 Grammes Rd. Allentown, PA 18103 610-437-7638	131
Township of Hamilton \$1,744,400	Hamilton, NJ	6101 Thirteenth St. Mays Landing, NJ 08330 609-625-6311	113
City of White Settlement \$1,785,282	White Settlement, TX	214 Meadow Park Dr. White Settlement, TX 76108 817-367-1068	102

G4S IS prides itself on being the right maintenance contractor, providing the right solution, at the best price. We have earned a reputation for never failing to perform on a contract, even when most cities, counties, and municipalities are facing some of their greatest challenges, including funding cuts, aging fleets, energy efficiency requirements, abuse and excessive employee benefits; we find a way to meet the need. Listed below are highlights from a few of our key contracts and services provided.

Commonwealth of Virginia

Department of General Services

- Statewide Call Center Operation
- Over 600 Vendor Support Network
- Law Enforcement Vehicles
- Aerial Devices & Lifting Apparatus
- Alternative Vehicles

- Semi-Trucks
- Grounds Maintenance Tractors
- Non-Powered Trailers
- Motor Coaches (Bloodmobile, Bookmobile, etc.)
- Hybrid Vehicles including Electric & CNG
- Electric Vehicles (club cars)

Los Angeles County, CA

Internal Service Department

- 5 maintenance/repair facilities
- Preventive Maintenance Inspections/Service
- Repairs & body work
- Safety Program
- Sedans & Vans
- Light & Heavy Duty Trucks

Montgomery County, MD

Department of General Services

- Approximately 2,400 vehicles
- 98% fleet availability
- Local, small, minority, and female vendor base
- Seamless transition
- Comprehensive PM & Repair processes



Pembroke Pines, FL

Vehicle and Equipment Services

- Original contract issued May 1994
- Based on exemplary performance, contract converted to indefinite term or Evergreen
- Bus Maintenance
- Dump Truck Repair
- EMS Unit Maintenance
- Fire Truck Maintenance
- Heavy Truck Maintenance
- Hybrid Maintenance
- Law Enforcement Vehicle Maintenance
- Pickup Truck Maintenance

Washington, D.C.

Fleet Maintenance and Parts Goods/Services

- Preventive Maintenance
- Road Calls
- Quick Fix
- Warranty
- Re-Work
- Outside Repairs
- Vehicle Preparation and Disposal
- Quality Control Program
- Upholstery and Glass Repair
- Boat Maintenance
- Accident Repair
- Parts and Supply
- Investigations
- Directed Work
- Safety Program
- Vehicle Quality Inspections

Arlington, TX

Fleet Management and Maintenance Services

- Preventive Maintenance
- Road Calls
- Quick Fix
- Warranty
- Re-Work
- Outside Repairs
- Vehicle Preparation and Disposal
- Accident Repair
- Fuel, Parts and Supply
- Emergency
- Investigations
- Directed Work

Weld County, CO

Fleet Management and Maintenance Services

- Tandem Axle Brush Trucks
- Road Maintenance Vehicles and Equipment
- Rock Crusher
- Preventive Maintenance
- Road Calls
- Quick Fix
- Warranty
- Re-Work
- Outside Repairs
- Vehicle Preparation and Disposal
- Wash Rack Operations
- Accident Repair
- Fuel Management
- Parts and Supply
- FASTER FMIS
- Investigations and Directed Work



Carrollton, TX

Fleet Maintenance Vehicle Preparation and Disposal

- Preventive Maintenance
- Road Calls
- Quick Fix
- Warranty
- Re-Work
- Outside Repairs
- Vehicle Preparation and Disposal
- Wash Rack Operations
- Accident Repair
- Fuel, Parts and Supply
- Reporting
- FASTER FMIS
- Emergency
- Investigations
- Directed Work

Ft. Lauderdale, FL (FDOT - District IV)

Vehicle and Equipment Maintenance

- Bulldozers
- Buses
- Cranes
- Dump Truck Repair
- Heavy Truck Repair
- Hybrids
- Medium Trucks/Vans
- Pickup Trucks
- Sedans
- Small Vehicles
- Sweeper Vehicles
- Tandem-Brush Trucks
- Outside Repairs Management
- Preventive Maintenance
- Program Management
- Quality Control Program
- Safety Program

Allentown, PA

Municipal Fleet Management and Maintenance

- Preventive Maintenance
- Snow Removal
- Leaf Control
- Road Calls
- Quick Fix
- Warranty
- Re-Work
- Outside Repairs
- Vehicle Preparation and Disposal
- Accident Repair
- Fuel, Parts and Supplies
- FASTER FMIS
- Emergency
- Investigations
- Directed Work

Township of Neptune, NJ

Fleet Management and Maintenance

- Crane Maintenance
- Dump Truck Repair
- Heavy Truck Maintenance
- Law Enforcement Vehicle Maintenance
- Mower Repair
- Roll-Off Truck Maintenance
- Sweeper Maintenance
- Tractor Maintenance
- Accident Repairs
- Emergency Repairs
- Inventory and Parts Control
- Outside Repairs Management
- Preventive Maintenance
- Program Management
- Quality Control Programs
- Road Calls
- Safety Program
- Upholstery and Glass Repair
- Vehicle Quality Inspections
- Vehicle Preparation/Disposal
- Warranty Repairs



1.6.1.3 CURRENT FLEET MAINTENANCE AND MANAGEMENT SERVICES CONTRACTS

G4S IS possesses relevant, varied, and extensive experience with a broad array of vehicles. **Figure 1.6.1.3-1** provides an overview of clients and the fleet maintenance services provided over the past five years.

We are pleased to present its list of fleet contracts that clearly depict our ability to support the requirements of the City of Fort Lauderdale. We operate and manage diversified fleets that include, but are not limited to, a variety of vehicles and equipment including mowers, motorcycles, rock crushers, law enforcement vehicles, buses, ambulances, street sweepers, and trucks.

G4S IS presents the following project references based on similarity in scope and complexity to the Fort Lauderdale RFP. We provided descriptive data on each contract that further defines the scope of our responsibility, contract mechanisms, and pricing.



G4S IS Vehicle and Fleet Maintenance and Management Experience

G4S Integrated Fleet Services, LLC																								
	Montgomery County, MD	City of White Settlement, TX	Municipal - Brownsville, TX	City of Allentown, PA	Township of Brownsville, PA	City of Pembroke, TX	City of Galloway, NJ	Commonwealth of Virginia	City of Victoria, TX	Dept of Gen Svcs	Kershaw County, SC	Weld County, CO	City of Arlington, CO	Los Angeles County, TX	Univ of Carrollton, CA	City of Texas at Arlington, TX	Township of Hamilton, NJ	Township of Neptune, NJ	Florida DOT District IV	City of Addison, NJ	Big Spring, TX	DC WASA & Parts		
Vehicle Maintenance & Repair Experience																								
Bulldozer Maintenance																								
Bus Maintenance																								
Crane Maintenance																								
Dump Truck Repair																								
EMS Unit Maintenance																								
Fire Truck Maintenance																								
Heavy Bus Maintenance																								
Heavy Truck Maintenance																								
Hybrid Maintenance																								
Law Enforcement Vehicle Maintenance																								
Medium Truck/Van Maintenance																								
Mower Repair																								
Pickup Truck Maintenance																								
Rear-Load Packer Maintenance																								
Roll-Off Truck Maintenance																								
Sedan Maintenance																								
Side-Load Packer Maintenance																								
Small Vehicle Repair																								
Solid Waste Removal Equipment																								
Sweeper Maintenance																								
Tandem-Brush Truck Maintenance																								
Tanker Maintenance - 5,000 - 10,000 gal																								
Tractor Maintenance																								
Trolley Maintenance																								
Fleet Maintenance & Management Experience																								
Accident Repairs																								
Call Center Operation																								
DOT Inspections/State Inspections																								
Emergency Repairs																								
FASTER Vehicle Cost Analysis System																								
Fuel Distribution																								
Inventory and Parts Control																								
Outside Repairs Management																								
Para-Transit																								
Preventive Maintenance																								
Program Management																								
Quality Control Program																								
Road Calls																								
Safety Program																								
Snow Removal Emergency Support																								
Upholstery and Glass Repair																								
Vehicle Preparation/Disposal																								
Vehicle Quality Inspections																								
Warranty Repairs																								
Boat Maintenance																								

Figure 1.6.1.3-1: G4S IS’s Vehicle and Fleet Maintenance and Management Experience *G4S IS’ experience encompasses all aspects of fleet maintenance and management.*



1.6.2 Current Customer References

Fleet Management and Maintenance Services Montgomery County, MD		
Contracting Agency Montgomery County, MD	Contract Number 0367000003AA	Contract Type Target/Non-Target – Savings Sharing
Contracting Officer Bill Griffiths Rockville Center 16630 Crabbs Branch Way Rockville, Maryland 20855 Telephone: 240-777-5738 Email: bill.griffiths@montgomerycountymd.gov	Performance Standards/Availability Rates	
	Period of Performance March 2010 – June 30, 2015	
	No. of Vehicles/Equipment 2,303 vehicles	Percentage of Certified ASE Technicians 81%
Contract Value at Award \$22,714,270 / \$4,664,052.60 (2013)	Privatization/Conversion Previously In-house _____ Previously Contracted <u> X </u>	
Summary Description G4S IS implements and maintains a complete, comprehensive, and up to date Preventive Maintenance (PM) Program that is specifically tailored to maximize the efficiency of the fleet for both emergency response and non-emergency response equipment, G4S IS ensures that at least 98 percent of the fleet is available at all times. We report PM compliance, parts availability, billable hours, administrative fleet availability, and police availability on a monthly basis. We complete all repairs required to maintain the fleet including major repairs.		
Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of most equipment contained in the fleet and have knowledge of the area and the typical emergency responses needed to maintain the fleet. We have identified and use successful local, small, minority, female and disadvantaged businesses. We accomplished a seamless transition while providing while providing historic levels of fleet availability and PM compliance.		



Fleet Management and Maintenance Services Weld County, CO		
Contracting Agency Weld County, Colorado	Contract Number B027-05	Contract Type FFP/IDQ
Contracting Officer Barbara Connolly Contract Administrator 910 10 th Street Greeley, CO 80631 Telephone: 970-356-4000, ext. 4445	Performance Standards/Availability Rates	
	Period of Performance Rebid/Won October 1, 2012 – September 30, 2017 February 1, 2006 – September 30, 2017	
	No. of Vehicles/Equipment 545 vehicles	Percentage of Certified ASE Technicians 70%
Contract Value at Award \$7,982,309.35	Privatization/Conversion Previously In-house _____ Previously Contracted <u> X </u>	
Summary Description Comprehensive Fleet Maintenance Program including: <ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal ❖ Wash Rack Operations ❖ Accident Repair ❖ Fuel ❖ Parts and Supply ❖ Reporting ❖ FASTER FMIS ❖ Emergency ❖ Investigations and Directed Work. 		
Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment contained in your fleet. This fleet includes: <ul style="list-style-type: none"> ❖ County Sheriff Office Vehicles ❖ EMS ❖ Light Trucks ❖ Tandem Axle Brush Trucks ❖ Road Maintenance Vehicles and Equipment ❖ Heavy Vehicles and Equipment ❖ Rock Crusher 		



Fleet Management and Maintenance Services Kershaw County, South Carolina																
Contracting Agency Kershaw County, SC	Contract Number 07-704-27	Contract Type FFP														
Contracting Officer Sarah Williams, Contracting Officer Kershaw County Government Center 512 Walnut Street, Room 203 Camden, SC 29020 Email: sara.williams@kershaw.sc.gov Telephone: 803-425-1500, ext. 7234	Performance Standards/Availability Rates Period of Performance July 1, 2008 – June 30, 2018 <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;"> No. of Vehicles/Equipment 400 vehicles and pieces of equipment </td> <td style="width: 50%; padding: 5px;"> Percentage of Certified ASE Technicians 25% </td> </tr> </table>		No. of Vehicles/Equipment 400 vehicles and pieces of equipment	Percentage of Certified ASE Technicians 25%												
No. of Vehicles/Equipment 400 vehicles and pieces of equipment	Percentage of Certified ASE Technicians 25%															
Contract Value at Award \$599,857.00	Privatization/Conversion Previously In-house _____ Previously Contracted <u> X </u>															
Summary Description G4S IS implements and maintains a complete, comprehensive, and up to date Preventive Maintenance (PM) Program that is specifically tailored to maximize the efficiency of the fleet—emergency response, non-emergency response, Law Enforcement, and support vehicles and equipment. G4S IS, at a minimum, provides PM service specified in the contact schedules. G4S IS ensures that at least 97 percent of the fleet is available at all times. We report PM compliance on a monthly basis. <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;">❖ Administrative Cars</td> <td style="width: 50%; padding: 5px;">❖ Special PM Requirements</td> </tr> <tr> <td style="padding: 5px;">❖ Pickups and Vans up to Three-Quarter Ton</td> <td style="padding: 5px;">❖ Repairs</td> </tr> <tr> <td style="padding: 5px;">❖ Sheriff Vehicles</td> <td style="padding: 5px;">❖ Parts</td> </tr> <tr> <td style="padding: 5px;">❖ Ambulances and other Emergency Vehicles</td> <td style="padding: 5px;">❖ Tires</td> </tr> <tr> <td style="padding: 5px;">❖ Fleet Assessment</td> <td style="padding: 5px;">❖ Cannibalization of Parts</td> </tr> <tr> <td style="padding: 5px;">❖ Scheduling</td> <td style="padding: 5px;">❖ Reporting.</td> </tr> <tr> <td style="padding: 5px;">❖ Performance</td> <td></td> </tr> </table>			❖ Administrative Cars	❖ Special PM Requirements	❖ Pickups and Vans up to Three-Quarter Ton	❖ Repairs	❖ Sheriff Vehicles	❖ Parts	❖ Ambulances and other Emergency Vehicles	❖ Tires	❖ Fleet Assessment	❖ Cannibalization of Parts	❖ Scheduling	❖ Reporting.	❖ Performance	
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Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment contained in your fleet. This fleet includes: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;">❖ Light Vehicles</td> <td style="width: 50%; padding: 5px;">❖ Heavy Special Equipment</td> </tr> <tr> <td style="padding: 5px;">❖ Marked Police Cars</td> <td style="padding: 5px;">❖ Rear Load Packer</td> </tr> <tr> <td style="padding: 5px;">❖ Medium Equipment/Vehicles</td> <td style="padding: 5px;">❖ Side Load Packer</td> </tr> <tr> <td style="padding: 5px;">❖ Buses (Heavy and Light)</td> <td style="padding: 5px;">❖ Tractor</td> </tr> <tr> <td style="padding: 5px;">❖ Heavy Equipment/Vehicles</td> <td style="padding: 5px;">❖ Van; Fire Trucks; Dump Trucks; and Bull Dozers</td> </tr> </table>			❖ Light Vehicles	❖ Heavy Special Equipment	❖ Marked Police Cars	❖ Rear Load Packer	❖ Medium Equipment/Vehicles	❖ Side Load Packer	❖ Buses (Heavy and Light)	❖ Tractor	❖ Heavy Equipment/Vehicles	❖ Van; Fire Trucks; Dump Trucks; and Bull Dozers				
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Municipal Fleet Management and Maintenance Services City of Allentown, PA				
Contracting Agency Allentown, Pennsylvania	Contract Number None	Contract Type FFP/IDQ		
Contracting Officer Craig W. Messinger Public Works Director & Contracting Officer City of Allentown 1825 Grammes Road Allentown, PA 18103-4775 Telephone: 610-437-7638	Performance Standards/Availability Rates			
	Period of Performance July 1, 1999 – December 31, 2015			
	No. of Vehicles/Equipment 603 vehicles	Percentage of Certified ASE Technicians 25%		
Contract Value at Award \$16,070,344.92	Privatization/Conversion Previously In-house <u> X </u> Previously Contracted <u> </u>			
Summary Description Comprehensive Fleet Maintenance Program including: <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Accident Repair ❖ Fuel, Parts and Supplies ❖ FASTER FMIS ❖ Emergency ❖ Investigations ❖ Directed Work </td> </tr> </table>			<ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal 	<ul style="list-style-type: none"> ❖ Accident Repair ❖ Fuel, Parts and Supplies ❖ FASTER FMIS ❖ Emergency ❖ Investigations ❖ Directed Work
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Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment contained in your fleet. This fleet includes: <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Public Works Department Vehicles ❖ Public Works Equipment ❖ Police Vehicle ❖ Fire Department ❖ Ambulance ❖ Construction </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Pickup Trucks ❖ Sedans ❖ Mowers ❖ Vans ❖ Snow Removal Equipment ❖ Leaf Control Equipment </td> </tr> </table>			<ul style="list-style-type: none"> ❖ Public Works Department Vehicles ❖ Public Works Equipment ❖ Police Vehicle ❖ Fire Department ❖ Ambulance ❖ Construction 	<ul style="list-style-type: none"> ❖ Pickup Trucks ❖ Sedans ❖ Mowers ❖ Vans ❖ Snow Removal Equipment ❖ Leaf Control Equipment
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Vehicle and Equipment Services City of Pembroke Pines, FL		
Contracting Agency Pembroke Pines, FL	Contract Number 755-93	Contract Type Cost
Contracting Officer Christina Sorensen, Purchasing Manager City of Pembroke Pines 13975 Pembroke Road Pembroke Pines, FL 33027 Telephone: 954-437-1111 Fax: 954-437-1117 E-mail: csorensen@ppines.com	Performance Standards/Availability Rates 98% Emergency Vehicles	
	Period of Performance Original contract issued May 1994 Based on exemplary performance, contract converted to indefinite term (or "Evergreen")	
	No. of Vehicles/Equipment 1,323 vehicles and equipment	Percentage of Certified ASE Technicians 80%
	Contract Value at Award \$13,200,000.00	
		Privatization/Conversion Previously In-house <u> X </u> Previously Contracted <u> </u>
Summary Description Comprehensive Fleet Maintenance Program including: <ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal ❖ Wash Rack Operations ❖ Accident Repair ❖ Fuel, Parts and Supply ❖ Reporting ❖ FASTER FMIS ❖ Emergency ❖ Investigations ❖ Directed Work 		
Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment contained in your fleet. This fleet includes: <ul style="list-style-type: none"> <li style="width: 50%;">❖ Police Vehicles <li style="width: 50%;">❖ Para Transit <li style="width: 50%;">❖ Public Works <li style="width: 50%;">❖ Ambulance/EMS <li style="width: 50%;">❖ Heavy Buses <li style="width: 50%;">❖ Parks Recreation <li style="width: 50%;">❖ Boat Maintenance <li style="width: 50%;">❖ Administration <li style="width: 50%;">❖ Fire Department 		



Fleet Management and Maintenance Services City of White Settlement, TX		
Contracting Agency White Settlement, Texas	Contract Number FMM-0304-01	Contract Type FFP/IDQ
Contracting Officer Phil Bray, Contract Administrator City of White Settlement 8212 Albert Street White Settlement, TX 76108 Telephone: 817-367-0168	Performance Standards/Availability Rates 98% Emergency Vehicles	
	Period of Performance April 1, 2004 – September 30, 2015	
	No. of Vehicles/Equipment 254 vehicles	Percentage of Certified ASE Technicians 50%
Contract Value at Award \$1,000,000.00	Privatization/Conversion Previously In-house <u> X </u> Previously Contracted <u> </u>	
Summary Description Comprehensive Fleet Maintenance Program including: <ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal ❖ Wash Rack Operations ❖ Accident Repair ❖ Fuel, Parts and Supply ❖ Reporting ❖ FASTER FMIS ❖ Emergency ❖ Investigations ❖ Directed Work 		
Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment contained in your fleet. This fleet includes: <ul style="list-style-type: none"> ❖ Municipal Fleet ❖ Police Vehicles ❖ Fire Department ❖ Ambulance ❖ Construction Equipment ❖ Pickup Trucks ❖ Sedans ❖ Vans 		



Fleet Management and Maintenance Services Commonwealth of Virginia		
Contracting Agency Department of General Services	Contract Number CLC-2005-0110	Contract Type FFP
Contracting Officer Kevin Crain, State Fleet Manager Linda Arrington, Contract Officer Office of Fleet Management Services 202 North Ninth St., Suite 209 Richmond, VA 23219 Telephone: 804-371-0932 Email: kevin.crain@dgs.virginia.gov	Performance Standards/Availability Rates	
	Period of Performance June 1, 2005 – May 31, 2016	
	No. of Vehicles/Equipment 5,217 vehicles	Percentage of Certified ASE Technicians 34%
Contract Value at Award \$1,072,000.00	Privatization/Conversion Previously In-house <u> X </u> Previously Contracted <u> </u>	
Summary Description Management of State-Wide Call Center for Fleet Vehicle Maintenance Services, which includes: <ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Accident Repair ❖ Parts and Supplies ❖ Reporting ❖ FASTER FMIS ❖ Emergency ❖ Investigations ❖ Directed Work 		
Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of vehicles contained in your fleet. This fleet includes Administrative cars and vans.		



Fleet Management and Maintenance Services City of Arlington, TX		
Contracting Agency City of Arlington Purchasing Dept.	Contract Number	Contract Type FFP
Contracting Officer Thomas Jelley Fleet Manager 1015 West Main Street Arlington, TX 76004-3231 Telephone: 817-459-5451 E-Mail: Thomas.jelley@arlingtontx.gov	Performance Standards/Availability Rates	
	Period of Performance December 29, 2008 – September 30, 2015	
	No. of Vehicles/Equipment 970 units	Percentage of Certified ASE Technicians 85%
Contract Value at Award \$10,696,615.00 for initial 3 year period	Privatization/Conversion Previously In-house _____ Previously Contracted <u> X </u>	
Summary Description Comprehensive Fleet Maintenance Program including: <ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal ❖ Accident Repair ❖ Fuel, Parts and Supply ❖ Emergency ❖ Investigations ❖ Directed Work 		
Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of vehicles contained in your fleet. This fleet includes: <ul style="list-style-type: none"> ❖ Public Works Department Vehicles ❖ Public Works Equipment ❖ Police Vehicles ❖ Fire Department Vehicles ❖ Ambulance ❖ Construction Equipment ❖ Handi-Tran Handicap Transport 		



Fleet Management and Maintenance Services Los Angeles County, Internal Services Department, Los Angeles, CA		
Contracting Agency County of Los Angeles, CA	Contract Number 77192	Contract Type Fee for service
Customer Contracting Official: Randy Martin 1100 North Eastern Avenue Los Angeles, CA 90063 Email: rmartin@isd.lacounty.gov Telephone: 323-881-3919 Fax: 323-262-4941	Performance Standards/Availability Rates	
	Period of Performance January 1, 2010 – January 31, 2015	
	No. of Vehicles/Equipment 4,400	Percentage of Certified ASE Technicians 53%
Contract Value at Award \$41,250,000	Privatization/Conversion Previously In-house _____ Previously Contracted <u> X </u>	
Summary Description G4S IS operates 5 maintenance/repair facilities disbursed throughout the Los Angeles basin for Los Angeles County, California. Services provided include: <ul style="list-style-type: none"> ❖ Preventive Maintenance Inspections/Service ❖ Repairs, minor and major ❖ Accident Repair ❖ Body work ❖ Subcontract administration for outside services. ❖ Motor Pool Management ❖ Motor Pool Dispatching 		
Contract Experience Relevancy G4S IS maintains: <ul style="list-style-type: none"> ❖ Sedans and Vans ❖ Light and heavy Duty Trucks ❖ Semi-trucks ❖ Grounds Maintenance Tractors ❖ Non-powered Trailers ❖ Motor coaches (Bloodmobile, Bookmobile, etc.) ❖ Hybrid Vehicles including Electric and CNG ❖ Electric vehicles (club cars) 		



Fleet Management and Maintenance Services City of Carrollton, Texas		
Contracting Agency City of Carrollton, TX	Contract Number None	Contract Type
Customer Contracting Official: Erin Rinehart Assistant City Manager Carrollton Service Center 2711 Nimitz Lane Carrollton, TX 75007 Email: beth.bormann@cityofcarrollton.com Phone: 972-466-3001 Fax: 972-466-3483	Performance Standards/Availability Rates Vehicle In Commission 95%	
	Period of Performance 1 July 2010 – 30 September 2018	
	No. of Vehicles/Equipment 500	Percentage of Certified ASE Technicians 30%
Contract Value at Award \$1,600,000	Privatization/Conversion Previously In-house <u> X </u> Previously Contracted <u> </u>	
Summary Description Comprehensive Fleet Maintenance Program including: <ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal ❖ Wash Rack Operations ❖ Accident Repair ❖ Fuel, Parts and Supply ❖ Reporting ❖ FASTER FMIS ❖ Emergency ❖ Investigations ❖ Directed Work 		
Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment relevant to fleet including: <ul style="list-style-type: none"> ❖ Public Works Department Vehicles ❖ Public Works Equipment ❖ Law Enforcement ❖ Fire Department ❖ Ambulance ❖ Construction Equipment/Compactors/Backhoes ❖ Pickup Trucks ❖ Sedans ❖ Mowers ❖ Large Dump Trucks ❖ Trailers ❖ Air Compressors 		



Fleet Management and Maintenance Services Hamilton Township, New Jersey		
Contracting Agency Hamilton Township, NJ	Contract Number	Contract Type Firm-Fixed Price
Contracting Officer Cynthia Lindsay Hamilton Township 6101 Thirteenth Street Mays Landing, NJ 08330 Phone: 609-625-6704 x 452 Email: clindsay@townshipofhamilton.com	Performance Standards/Availability Rates Availability: 90% PM Performance: 95%	
	Period of Performance 1 September 2011 – 31 December 2014	
	No. of Vehicles/Equipment 129 vehicles 50 pcs small equipment	Percentage of Certified ASE Technicians 30 %
Contract Value at Award \$1,065,984.50	Privatization/Conversion Previously In-house <u> X </u> Previously Contracted <u> </u>	
Summary Description Comprehensive Fleet Maintenance Program including: <ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal ❖ Wash Rack Operations ❖ Accident Repair ❖ Fuel, Parts and Supply ❖ Reporting ❖ FASTER FMIS ❖ Emergency ❖ Investigations ❖ Directed Work 		
Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment relevant to fleet including: <ul style="list-style-type: none"> ❖ Public Works Department Vehicles ❖ Public Works Equipment ❖ Law Enforcement ❖ Fire Department ❖ Ambulance ❖ Construction Equipment/Compactors/Backhoes ❖ Pickup Trucks ❖ Sedans ❖ Mowers ❖ Large Dump Trucks ❖ Trailers ❖ Air Compressors 		



Fleet Management and Maintenance Services Township of Neptune, New Jersey		
Contracting Agency Township of Neptune, New Jersey	Contract Number	Contract Type Firm-Fixed Price
Contracting Officer Edward Hudson Township of Neptune 25 Neptune Boulevard Neptune, NJ 07753 Phone: 732-988-5200 Email: ehudson@neptunetownship.org	Performance Standards/Availability Rates	
	Period of Performance 1 November 2011 – 31 December 2014	
	No. of Vehicles/Equipment 353	Percentage of Certified ASE Technicians 45%
Contract Value at Award \$1,892,846	Privatization/Conversion Previously In-house <u> X </u> Previously Contracted <u> </u>	
Summary Description Comprehensive Fleet Maintenance Program including: <ul style="list-style-type: none"> ❖ Crane Maintenance ❖ Dump Truck Repair ❖ Heavy Truck Maintenance ❖ Law Enforcement Vehicle Maintenance ❖ Mower Repair ❖ Roll-Off Truck Maintenance ❖ Sweeper Maintenance ❖ Tractor Maintenance 		
Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment relevant to fleet including: <ul style="list-style-type: none"> ❖ Accident Repairs ❖ Emergency Repairs ❖ FASTER Vehicle Cost Analysis System ❖ Inventory and Parts Control ❖ Outside Repairs Management ❖ Preventive Maintenance ❖ Program Management ❖ Quality Control Programs ❖ Road Calls ❖ Safety Program ❖ Upholstery and Glass Repair ❖ Vehicle Quality Inspections ❖ Vehicle Preparation/Disposal ❖ Warranty Repairs 		



Fleet Management and Maintenance Services Florida DOT – District IV					
Contracting Agency Florida DOT – District IV	Contract Number	Contract Type Firm-Fixed Price			
Contracting Officer Lydia Waring Department of Transportation 3400 W. Commercial Boulevard Fort Lauderdale, FL 33309 Phone: 954-777-4614 Email: Lydia.waring@dot.state.fl.us		Performance Standards/Availability Rates			
		Period of Performance 1 November 2011 – 31 October 2014			
		No. of Vehicles/Equipment 336	Percentage of Certified ASE Technicians 33%		
Contract Value at Award \$2,700,000		Privatization/Conversion Previously In-house <u> X </u> Previously Contracted <u> </u>			
Summary Description Comprehensive Fleet Maintenance Program including: <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Bulldozer Maintenance ❖ Bus Maintenance ❖ Crane Maintenance ❖ Dump Truck Repair ❖ Heavy Truck Repair ❖ Hybrid Maintenance ❖ Medium Truck/Van Maintenance </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Pickup Truck Maintenance ❖ Sedan Maintenance ❖ Small Vehicle Maintenance ❖ Sweeper Maintenance ❖ Tandem-Brush Truck Maintenance ❖ Tractor Maintenance </td> </tr> </table>				<ul style="list-style-type: none"> ❖ Bulldozer Maintenance ❖ Bus Maintenance ❖ Crane Maintenance ❖ Dump Truck Repair ❖ Heavy Truck Repair ❖ Hybrid Maintenance ❖ Medium Truck/Van Maintenance 	<ul style="list-style-type: none"> ❖ Pickup Truck Maintenance ❖ Sedan Maintenance ❖ Small Vehicle Maintenance ❖ Sweeper Maintenance ❖ Tandem-Brush Truck Maintenance ❖ Tractor Maintenance
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Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment relevant to fleet including: <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Accident Repairs ❖ DOT Inspections/State Inspections ❖ Emergency Repairs ❖ Inventory and Parts Control ❖ Outside Repairs Management ❖ Preventive Maintenance ❖ Program Management ❖ Quality Control Program </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Road Calls ❖ Safety Program ❖ Upholstery and Glass Repair ❖ Vehicle Preparation/Disposal ❖ Vehicle Quality Inspections ❖ Warranty Repairs ❖ Boat Maintenance </td> </tr> </table>				<ul style="list-style-type: none"> ❖ Accident Repairs ❖ DOT Inspections/State Inspections ❖ Emergency Repairs ❖ Inventory and Parts Control ❖ Outside Repairs Management ❖ Preventive Maintenance ❖ Program Management ❖ Quality Control Program 	<ul style="list-style-type: none"> ❖ Road Calls ❖ Safety Program ❖ Upholstery and Glass Repair ❖ Vehicle Preparation/Disposal ❖ Vehicle Quality Inspections ❖ Warranty Repairs ❖ Boat Maintenance
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Fleet Management and Maintenance Services City of Addison, Texas				
Contracting Agency City of Addison, TX	Contract Number None	Contract Type		
Customer Contracting Official: Ron Whitehead City Manager City of Addison 5300 Beltline Road Dallas, TX 75254 Email: rwhitehead@addisontx.com Phone: 972-450-7027	Performance Standards/Availability Rates			
	Vehicle In Commission 95%			
	Period of Performance 1 July 2010 – 30 September 2018			
	No. of Vehicles/Equipment 205	Percentage of Certified ASE Technicians 30%		
Contract Value at Award \$TBD (Time and Material)	Privatization/Conversion Previously In-house <u> X </u> Previously Contracted <u> </u>			
Summary Description Comprehensive Fleet Maintenance Program including: <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal ❖ Wash Rack Operations </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Accident Repair ❖ Fuel, Parts and Supply ❖ Reporting ❖ FASTER FMIS ❖ Emergency ❖ Investigations ❖ Directed Work </td> </tr> </table>			<ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal ❖ Wash Rack Operations 	<ul style="list-style-type: none"> ❖ Accident Repair ❖ Fuel, Parts and Supply ❖ Reporting ❖ FASTER FMIS ❖ Emergency ❖ Investigations ❖ Directed Work
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Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment relevant to fleet including: <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Public Works Department Vehicles ❖ Public Works Equipment ❖ Law Enforcement ❖ Fire Department ❖ Ambulance ❖ Construction Equipment/Compactors/Backhoes </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> ❖ Pickup Trucks ❖ Sedans ❖ Mowers ❖ Large Dump Trucks ❖ Trailers ❖ Air Compressors </td> </tr> </table>			<ul style="list-style-type: none"> ❖ Public Works Department Vehicles ❖ Public Works Equipment ❖ Law Enforcement ❖ Fire Department ❖ Ambulance ❖ Construction Equipment/Compactors/Backhoes 	<ul style="list-style-type: none"> ❖ Pickup Trucks ❖ Sedans ❖ Mowers ❖ Large Dump Trucks ❖ Trailers ❖ Air Compressors
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Fleet Management and Maintenance Services & Parts District of Columbia Water and Sewer Authority		
Contracting Agency Department of Procurement	Contract Number WAS-12-033-AA-RE (FLEET) WAS-12-035-AA-RE (Parts)	Contract Type FFP/IDIQ
Customer Contracting Official: Robert C. Eisemann Senior Contract Administrator 5000 Overlook Avenue, SW, Suite 200 Washington, DC 20032 Phone: 202-787-2397 Email: Robert.eisemann@dcwater.com	Performance Standards/Availability Rates Vehicle In Commission 95%	
	Period of Performance 1 November 12 – 30 October 2017	
	No. of Vehicles/Equipment 600	Percentage of Certified ASE Technicians 30%
Contract Value at Award \$1,368,819.54 (Fleet) \$660,000 (Parts)	Privatization/Conversion Previously In-house _____ Previously Contracted <u> X </u>	
Summary Description Comprehensive Fleet Maintenance Program including: <ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal ❖ Quality Control Program ❖ Upholstery and Glass Repair ❖ Boat Maintenance ❖ Accident Repair ❖ Parts and Supply ❖ Reporting ❖ FASTER FMIS ❖ Emergency ❖ Investigations ❖ Directed Work ❖ Safety Program ❖ Vehicle Quality Inspections ❖ Program Management 		
Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment relevant to fleet including: <ul style="list-style-type: none"> ❖ Public Works Department Vehicles ❖ Public Works Equipment ❖ Law Enforcement ❖ Fire Department ❖ Ambulance ❖ Construction Equipment/Compactors/Backhoes ❖ Pickup Trucks ❖ Sedans/Small Vehicles ❖ Mowers ❖ Large Dump Trucks ❖ Tractors/Sweepers ❖ Cranes/Bulldozers ❖ Air Compressors 		



Fleet Management and Maintenance Services Big Spring, TX		
Contracting Agency Big Spring, TX	Contract Number 072-2012	Contract Type Cost Plus
Customer Contracting Official: John Medina 1250 O Street, Building C Big Spring, TX 79720 Phone: 432-264-2401	Performance Standards/Availability Rates Vehicle In Commission 95%	
	Period of Performance 21 September 2012 – 20 March 2013	
	No. of Vehicles/Equipment 600	Percentage of Certified ASE Technicians 30%
Contract Value at Award \$600,060.00	Privatization/Conversion Previously In-house <u> X </u> Previously Contracted <u> X </u>	
Summary Description Comprehensive Fleet Maintenance Program including: <ul style="list-style-type: none"> ❖ Preventive Maintenance ❖ Road Calls ❖ Quick Fix ❖ Warranty ❖ Re-Work ❖ Outside Repairs ❖ Vehicle Preparation and Disposal ❖ Upholstery and Glass Repair ❖ DOT Inspections/State Inspections ❖ Accident Repair ❖ Parts and Supply ❖ Reporting ❖ FASTER FMIS ❖ Emergency Repairs ❖ Investigations ❖ Directed Work ❖ Program Management ❖ Vehicle Quality Inspection ❖ Quality Control/Safety Program 		
Contract Experience Relevancy We have current and direct hands-on experience in the maintenance of equipment relevant to fleet including: <ul style="list-style-type: none"> ❖ Public Works Department Vehicles ❖ Public Works Equipment ❖ Law Enforcement ❖ Fire Department ❖ Ambulance ❖ Construction Equipment/Compactors/Backhoes ❖ Solid Waste Removal Equipment ❖ Tractor Maintenance ❖ Heavy/Medium Trucks and Vans ❖ Sedans/Hybrids ❖ Mowers ❖ Large Dump Trucks ❖ Tractors ❖ Air Compressors ❖ Roll-Off Trucks ❖ Bulldozers/Cranes 		



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2.0 Price Proposal [RFP §11 ¶15]

In this section, G4S provides information related to our costs and the required bid sheets (as included with the solicitation documents and required by the City of Ft. Lauderdale).

2.0.1 Discussion of Cost Elements

G4S Integrated Services, Inc. has over 30 years of experience maintaining municipal fleets and has held a regional presence in Florida since 1985. Our experience and commitment will ensure that your fleet is safe, reliable, and “on the road” to ensure your employees can do their job.

G4S has broken out the price into six areas in accordance with the Ft Lauderdale Attachment E Detailed Price Proposal. These areas are described below.

2.0.1.1 WAGES & SALARIES

This cost element contains the direct labor dollars for all personnel on the contract. The wage rates for these personnel were determined through competitive wage surveys and G4S history of operating in this area. This cost area includes holidays, vacation and sick time, which is classified at PTO. Each full-time employee receives 80 hours of holiday time, 80 hours of vacation time, and 24 hours of sick leave.

2.0.1.2 FRINGE BENEFITS

This area includes the following detailed costs

- ◆ FICA at 7.65% of Direct Labor
- ◆ FUTA at .8% of Direct Labor capped at \$7000 or \$56 per year per employee
- ◆ SUTA at 5.17% of Direct Labor capped at \$7000 per year per employee
- ◆ Worker Comp – 5.62% of Direct Labor
- ◆ Health Insurance – Costs to cover the BCBS plan as presented in the attachment to this rationale in which G4S covers over \$5500

2.0.1.3 PARTS & SUPPLIES

This element is our projected cost for all repair and maintenance parts, supplies and materials needed to perform the services under this contract, i.e., normal preventive maintenance and repairs associated with best fleet practice. Included here are bulk fluids (except fuel) such as motor oil, coolant, refrigerant & hydraulic fluid, tires, mechanical components, lighting & electrical parts, wheel & brake parts, belts, hoses & filters, batteries, core charges and typical predictive maintenance parts.

2.0.1.4 SUBCONTRACTOR SERVICES

G4S takes pride in the ability of our local on-site teams to self-perform all but the most technically demanding repairs requiring highly specialized skills. For this reason, we have found that our subcontractor bid costs are often significantly lower than many of our competitors. If the City would contact our current customers, you will readily see that we accomplish these repairs in-house with no sacrifice in quality at often significant cost savings to our customers.



This expense is the cost of both parts and labor for services performed more economically or efficiently by outside vendors possessing specialized equipment, technology or facilities not available in our shop. This includes specialized repairs such as, but not limited to, engine and transmission rebuilding, major glass, paint and bodywork, hydraulic cylinders, radiator service, and other services for which it is more cost effective and/or timely to have performed by local vendors. Such services will be charged to the City as they are performed - at our actual cost with a 5% markup.

2.0.1.5 OVERHEAD

These costs include miscellaneous expenses that are incurred in the normal day-to-day operation and administration of the contract. Examples of these include, but are not limited to, employee uniforms, drug testing & background checks, bonding & insurance, postage & Fedex, office, computer and copier supplies, expendable shop supplies, waste disposal costs, safety/environmental supplies, training, , non-capitalized shop equipment and FMIS cost relating to the performance of the contract.

Costs incurred from bad debt, donations, entertainment, fines and penalties, lobbying, defense of criminal charges, alcoholic beverages, and repairs to equipment or vehicle damage caused by the contractor are expressly NOT included.

2.0.1.6 CORPORATE ADMINISTRATION AND FEES

Corporate Administration and Fees includes both Corporate General and Administrative Overhead costs, as well as a Management Fee. G4S IS has found that by shifting overhead functions from the local site to the corporate offices we are able to realize cost savings for our customers. This Corporate Administration cost reflects corporate overhead expenses (our administrative cost of doing business) such as payroll, accounts payable and receivable, human resources, employee benefits administration, IT support and other corporate services that serve to support this project and our on-site staff. The Management Fee portion of “Corporate Administration and Fees” is our charge for managing this project.

2.0.1.7 CHANGES IN COSTS YEAR-TO-YEAR – INFLATIONARY COST ESCALATION

We have increased our price from year one to year two of the contract to include an expected 3% in our cost of parts & supplies, subcontracted services and direct overhead expenses. Labor wage rates are increased at the rate of 2% per year based on management’s belief this rate will be necessary to attract and retain qualified personnel. Health insurance costs are increased at the rate of 6% based on the average historical cost increase experienced over the last three years.

These increases are applied on a selective basis - only on those items subject to inflationary pressure from worldwide commodity prices and the U.S. general economy. For instance, rising costs of oil & energy, rubber, wood pulp, steel and other commodities are expected to drive up the cost of automotive parts & most other supplies due to increased manufacturing and delivery costs. Labor costs, in turn, are expected to rise in relation to the CPI and increasing demand for skilled labor. All of these factors also affect our costs for subcontracted services as our vendors are subject to the same inflationary factors.

We have held our General Administrative and Fees at a fixed percentage for all contract years, but since it is calculated from the total expected cost in each year, it is increased proportionally.



2.1 Targeted Operating Budget Proposal [RFP §II ¶5.1]

Attachment E

City of Fort Lauderdale

Targeted Operating Budget Services

Detailed Price Proposal

	Year one	Year two	Year three
1. Wages & Salaries			
Management/Admin. Personnel	\$ 494,540.80	\$ 504,420.80	\$ 514,508.80
Mechanics	\$ 1,609,920.00	\$ 1,642,118.40	\$ 1,675,065.60
Parts Personnel	\$ 79,996.80	\$ 81,577.60	\$ 83,200.00
Other Personnel	\$ 62,400.00	\$ 63,648.00	\$ 190,985.60
Wages & Salaries-Subtotal	\$ 2,246,857.60	\$ 2,291,764.80	\$ 2,463,760.00
2. Fringe Benefits	\$ 589,858.52	\$ 595,767.84	\$ 601,813.74
3. Parts & Supplies			
Parts & Accountable Supplies	\$ 1,560,362.40	\$ 1,591,569.65	\$ 1,623,401.04
Indirect Shop Supplies			
Parts & Supplies - Subtotal	\$ 1,560,362.40	\$ 1,591,569.65	\$ 1,623,401.04
4. Sub provider Services	\$ 390,090.60	\$ 397,892.41	\$ 405,850.26
5. Overhead	\$ 111,072.39	\$ 100,319.43	\$ 102,325.83
6. Corporate Admin. & Mgmt Fees	\$ 424,922.45	\$ 431,782.00	\$ 439,918.17
TOTAL COSTS	\$ 5,323,163.96	\$ 5,409,096.13	\$ 5,637,069.04
Total Cost for Years 1, 2 & 3		\$ 16,369,329.13	

NOTES:

- Define each cost element on a separate page.
- Explain changes from year-to-year
- Provide a description of your benefits program, including contents, eligibility, and co-pay shares



City of Fort Lauderdale

Separate Pricing Option A (Trolley Maintenance)

Detailed Price Proposal

	Year one	Year two	Year three
1. Wages & Salaries			
Management/Admin. Personnel	\$ _____ -	\$ _____ -	\$ _____ -
Mechanics	\$ <u>143,520.00</u>	\$ <u>97,593.60</u>	\$ <u>99,548.80</u>
Parts Personnel	\$ _____ -	\$ _____ -	\$ _____ -
Other Personnel	\$ _____ -	\$ _____ -	\$ _____ -
Wages & Salaries-Subtotal	\$ <u>143,520.00</u>	\$ <u>97,593.60</u>	\$ <u>99,548.80</u>
2. Fringe Benefits	\$ <u>40,522.12</u>	\$ <u>28,498.49</u>	\$ <u>28,757.94</u>
3. Parts & Supplies			
Parts & Accountable Supplies	\$ <u>63,600.00</u>	\$ <u>64,872.00</u>	\$ <u>66,169.44</u>
Indirect Shop Supplies			
Parts & Supplies - Subtotal	\$ <u>63,600.00</u>	\$ <u>64,872.00</u>	\$ <u>66,169.44</u>
4. Sub provider Services	\$ <u>15,900.00</u>	\$ <u>16,218.00</u>	\$ <u>16,542.36</u>
5. Overhead	\$ <u>4,445.74</u>	\$ <u>4,534.66</u>	\$ <u>4,625.35</u>
6. Corporate Admin. & Mgmt Fees	\$ <u>23,247.95</u>	\$ <u>18,366.43</u>	\$ <u>18,707.11</u>
TOTAL COSTS	\$ <u>291,235.81</u>	\$ <u>230,083.18</u>	\$ <u>234,351.00</u>
Total Cost for Years 1, 2 & 3		\$ _____	755,669.99

NOTES:

- Define each cost element on a separate page.
- Explain changes from year-to-year



City of Fort Lauderdale
 Separate Pricing Option B (Central Warehouse Services)
 Detailed Price Proposal

	Year one	Year two	Year three
1. Wages & Salaries			
Management/Admin. Personnel	\$ <u>44,990.40</u>	\$ <u>45,884.80</u>	\$ <u>46,800.00</u>
Parts Personnel	\$ <u>79,996.80</u>	\$ <u>81,577.60</u>	\$ <u>83,200.00</u>
Other Personnel	\$ <u>-</u>	\$ <u>-</u>	\$ <u>-</u>
Wages & Salaries-Subtotal	\$ <u>124,987.20</u>	\$ <u>127,462.40</u>	\$ <u>130,000.00</u>
2. Fringe Benefits	\$ <u>38,062.83</u>	\$ <u>38,391.28</u>	\$ <u>38,728.02</u>
5. Overhead	\$ <u>8,189.62</u>	\$ <u>5,758.53</u>	\$ <u>5,873.70</u>
TOTAL COSTS	\$ <u>171,239.65</u>	\$ <u>171,612.21</u>	\$ <u>174,601.72</u>
Total Cost for Years 1, 2 & 3		\$ <u>517,453.58</u>	

NOTES:

Prices shall NOT be marked up.

City of Fort Lauderdale
 Separate Pricing Option C (Central Warehouse Services)
 Detailed Price Proposal

	Year one	Year two	Year three
7. Parts markup			
• Percentage % mark-up	<u>10%</u>	<u>%10</u>	<u>%10</u>

NOTES:

Parts percentage % mark-up shall include all labor cost, administrative cost, overhead, profits, management cost associated with Central warehouse services. No other fee will be accepted.



2.2 Non-Targeted Operating Budget Proposal [RFP §II ¶5.2]

Attachment F
City of Fort Lauderdale
Non-Targeted Operating Budget Services
Detailed Hourly Rate Proposal

Position Description	Rate per Hour	
	Reg. Business Hours	Overtime Hours
1. Lead Tech	\$31.50	\$45.70
2. Tech 1	\$24.10	\$34.59
3. Tech 2	\$27.80	\$40.14
4. EVT Tech	\$33.98	\$49.41
5. Fuel/Car Wash Tech	\$21.63	\$30.89
6. Parts Clerk	\$26.85	\$38.72
7. Service Writer	\$28.34	\$40.49
8. IT Tech	\$33.98	\$49.41
9.	\$	\$
10.	\$	\$

Parts Costs:

Indicate the cost you will charge the City for parts as a percentage of the jobber price schedule. The cost percentage you specify will set the maximum rate you will be allowed to apply to the jobber cost for non-targeted operating budget parts costs throughout the term of this agreement.

100% Percent (of actual cost with no markup)



2.2.1 Description of Benefits Program

Blue Cross/Blue Shield Medical Plan 94

Below is a side-by-side comparison of the BCBS Medical Plan 94 in effect now through October 31 and the BCBS Medical Plan 94 which will be effective November 1, 2014. **Please note the new deductible will not be applied until January 1, 2015.** All other changes go into effect November 1, 2014.

Covered Services and Features	BCBS Medical Plan 94 in effect through 10/31/14	BCBS Medical Plan 94 effective 11/1/14
Annual Individual Deductible	\$500 in-network \$5,000 out-of-network	New deductible starts 1/1/15 \$2,500 in-network
Out-of-Pocket Maximum	None	\$6,350 Individual in-network \$12,700 Family in-network No maximum Out-of-Network
Annual Maximum	\$2,000,000	No Maximum
Lifetime Maximum	No maximum	No maximum
Physician Office Visit	Primary: you pay \$35 co-pay Specialist: you pay \$60 co-pay (10 visit limit)	Covered 50%, you pay 50% after you meet the deductible No Visit Limit
New! Teladoc	Not Available	You pay \$40 per physician consultation, \$20 per consult after deductible is met
Preventive Services	Covered 100% - No Deductible or cost to you	Covered 100% - No Deductible or cost to you
Preventive Diagnostic Services	Covered 100% - No Deductible or cost to you	Covered 100% - No Deductible or cost to you
Lab, Imaging, Advanced Imaging Services	Covered 70%, you pay 30% after you meet the deductible	Covered 50%, you pay 50% after you meet the deductible
Emergency Room	Covered 70%, you pay 30% & \$300 co-pay per visit after you meet the deductible In and Out-of-Network	Covered 50%, you pay 50% after you meet the deductible
Urgent Care	You pay \$75 co-pay	Covered 50%, you pay 50% after you meet the deductible
Inpatient Hospitalization (Facility)	Covered 70%, you pay 30% & \$300 co-pay per day up to 5 days after you meet the deductible 30 Day Annual Maximum	Covered 50%, you pay 50% after you meet the deductible No Day Annual Maximum
Outpatient Surgical	Covered 70%, you pay 30% after you meet the deductible	Covered 50%, you pay 50% after you meet the deductible
Mental Health/Substance Abuse	Not Covered	Covered 50%, you pay 50% after you meet the deductible
Most Other Covered Services	Covered 70%, you pay 30% after you meet the deductible	Covered 50%, you pay 50% after you meet the deductible
Out-of-Network Services	Covered 50%, you pay 50% after you meet the deductible Preventive Services are not covered out-of-network	No Out-of-Network coverage except Emergency Services covered as listed above
Prescription Drugs	Generic: Covered 80% Preferred Brand: Covered 65% Brand: Covered 50%	Covered 50%, you pay 50% after you meet the deductible



Blue Cross/Blue Shield Medical Plan 95

Below is a side-by-side comparison of the BCBS Medical Plan 95 in effect now through October 31 and the BCBS Medical Plan 95 which will be effective November 1, 2014. **Please note the new deductible will not be applied until January 1, 2015.** All other changes go into effect November 1, 2014.

Covered Services and Features	BCBS Medical Plan 95 in effect through 10/31/14	BCBS Medical Plan 95 effective 11/1/14
Annual Individual Deductible	\$150 in-network \$150 out-of-network	New deductible starts 1/1/15 \$500 in-network \$1,000 out-of-network
Out-of-Pocket Maximum	\$3,000 Individual in-network \$5,000 individual out-of-network	\$6,350 Individual in-network \$12,700 Family in-network No maximum Out-of-Network
Annual Maximum	No Maximum	No Maximum
Lifetime Maximum	No maximum	No maximum
Physician Office Visit	Primary: you pay \$15 co-pay Specialist: you pay \$25 co-pay	Primary: you pay \$15 co-pay Specialist: you pay \$25 co-pay
New! Teladoc	Not Available	You pay \$10 co-pay per physician consultation
Preventive Services	Covered 100% - No Deductible or cost to you	Covered 100% - No Deductible or cost to you
Preventive Diagnostic Services	Covered 100% - No Deductible or cost to you	Covered 100% - No Deductible or cost to you
Lab, Imaging, Advanced Imaging Services	Covered 100% - No Deductible or cost to you	Covered 85%, you pay 15% after you meet deductible
Emergency Room	Covered 90%, you pay 10% in and out-of-network after you meet the deductible,	Covered 85%, you pay 15% in-network and out-of-network after you meet the deductible
Urgent Care	You pay \$25 co-pay	You pay \$50 co-pay
Inpatient Hospitalization (Facility)	Covered 90%, you pay 10% and \$100 co-pay per admission after you meet the deductible	Covered 85%, you pay 15% and \$100 co-pay per admission after you meet the deductible
Outpatient Surgical	Covered 90%, you pay 15% and \$100 co-pay after you meet the deductible,	Covered 85%, you pay 15% after you meet the deductible
Mental Health/Substance Abuse	Covered 90%, you pay 10% after you meet the deductible,	Covered 85%, you pay 15% after you meet the deductible
Most Other Covered Services	Covered 90%, you pay 10% after you meet the deductible,	Covered 85%, you pay 15% after you meet the deductible
Out-of-Network Services	Covered 50%, you pay 50% after you meet the deductible unless noted above, Preventive Services not covered out-of-network	Covered 50%, you pay 50% after you meet the Deductible unless noted above, Preventive Services not covered out-of-network
Prescription Drugs	Generic: You pay \$5 co-pay Preferred Brand: You pay \$15 co-pay Brand: You pay \$35 co-pay Mail Order: \$10 /\$30 /\$70 co-pay	Generic: You pay \$5 co-pay Preferred Brand: You pay \$15 co-pay Brand: You pay \$35 co-pay Mail Order: \$10 /\$30 /\$70 co-pay



Teladoc provides 24/7 access to a national network of physicians who provide quality healthcare through convenient and confidential telephone or online video consultations.

Teladoc physicians are not a replacement for your Primary Care Physician (PCP) — they are simply an alternative when your PCP is not available. Teladoc physicians can diagnose, treat and write prescriptions for routine medical conditions, such as a sore throat, stuffy nose, allergies, cold and flu, respiratory infections, urinary tract infections, pink eye and more.

Benefits of Teladoc

- Convenience of 24/7 access by phone or online
- Short wait times (a physician will contact you within 24 minutes, on average)
- No appointment or referral required
- It is a cost-effective alternative to emergency room and urgent care visits for non-emergency medical issues

Reasonable Cost

- Nominal consult fee compared to a much larger cost for an emergency room visit or an urgent care visit
- Several convenient payment methods - you can use a debit or credit card or a pay card.

When to Use Teladoc

- When you are considering going to the emergency room or urgent care center for a non-emergency medical issue
- If you cannot reach your family physician due to time, weather, remote location or disability
- When you are on a vacation or business trip

How to Use Teladoc

You will receive a welcome kit from Teladoc that includes instructions for completing the registration process. Although you will be automatically eligible for this service, you still need to visit Teladoc.com or call **1-800-TELADOC** to complete the process. Eligible dependents over age 18 must register separately.

After your account has been established, including your short medical history, using Teladoc is fast and easy!

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Memorandum

G4S Government Solutions, Inc.
7121 Falway Drive Suite 301
Palm Beach Gardens, FL 33418

To: All Headquarters Employees and Project Managers of G4S-Integrated Services
From: Lee McIntyre, Director of Benefits
Date: October 1, 2014
Subject: Group Health Benefits Open Enrollment - **IMPORTANT CHANGES THIS YEAR!**

Please take time to review this information. There are important changes this year to our medical plan designs and premiums that will take effect November 1, 2014. More detailed information is contained in the Benefits Enrollment Guide which is available upon request from your Supervisor.

Open Enrollment for any changes to your benefits will take place now through **October 24, 2014**. Please be sure to review your benefit options and make your elections by the deadline. Changes will be effective November 1, 2014. Payroll deduction changes will be reflected on the November 28th pay check.

- **Changes to Medical Plan 94.** Plan 94 has been totally redesigned and the premiums have been dramatically reduced. Please take a careful look at the attached side-by-side comparison. The biggest change to Plan 94 is the addition of the annual out-of-pocket maximum. This is a great protection for you because once you have paid this amount the plan will begin paying 100% of all eligible claims expenses for the remainder of the year. All amounts that you pay, except payroll deductions for any premiums, count towards your out-of-pocket maximum. In addition, mental health/substance abuse inpatient and outpatient coverage has been added to Plan 94.
- **Changes to Medical Plan 95** A few plan design changes have been made to **Medical Plan 95** and the premiums for Plan 95 have increased. A side-by-side comparison showing the plan design changes is attached for your review.
- **New Benefit! Teladoc** is a new program that will be added to both Medical Plan 94 and 95. **Teladoc** provides 24/7 access to a national network of physicians who provide quality healthcare through convenient and confidential telephone consultations. Video consultations are also available in most states. Teladoc physicians can diagnose, treat and write prescriptions for routine medical conditions, such as sore throat, cold and flu, allergies, pink eye and more. See the attached **Teladoc** flyer for more information. Enrollment is automatic with enrollment in Medical Plan 94 or 95. A welcome kit from **Teladoc** will be mailed to your home containing everything you need to begin using this convenient, low-cost benefit.
- **Delta Dental Plan** There will be no changes to the **Delta Dental Plan** and the premiums are increasing only slightly.
- **Changes to Life and Disability Provider** Effective November 1, 2014 MetLife will be providing the Life Insurance, Short Term and Long Term Disability plans to G4S-IS employees replacing The Standard Insurance Company.
- **Making Changes to your current elections?** Please request an enrollment/change form from your Supervisor, complete and submit to your Supervisor by **October 24, 2014**. Changes will be effective 11/1/14 and payroll deduction changes will be reflected on the 11/28/14 pay check.
- **No Changes to your current elections?** You do not need to do anything.

The Annual Benefits Open Enrollment is an important time to take a few moments to review the benefits available to you, your current elections and any changes you may need or want to make. Please use this time afforded to you each year to make sure you have made the best decisions with regard to group health benefits for you and your family.

Please forward any questions or concerns related to the benefits open enrollment through your Supervisor.

Securing Your World



**Monthly Group Health Benefits Premiums
 For G4S-Integrated Services
 Headquarters Employees and Project Managers**

	<u>Current Premium</u>	<u>11/1/14 Premium</u>
<u>Medical Plan 94-including Teladoc</u>		
Employee Only	\$ 73.62	\$ 0.00
Employee & Spouse	\$ 154.59	\$ 83.11
Employee & Child (ren)	\$ 147.23	\$ 80.05
Employee + Family	\$ 220.85	\$ 90.80
<u>Medical Plan 95-including Teladoc</u>		
Employee Only	\$ 94.89	\$ 113.87
Employee & Spouse	\$ 204.20	\$ 245.04
Employee & Child (ren)	\$ 194.26	\$ 233.11
Employee + Family	\$ 293.63	\$ 352.35
<u>Dental-Delta Dental</u>		
Employee Only	\$ 22.27	\$ 22.80
Employee and Family	\$ 80.40	\$ 81.85
<u>Vision- VSP</u>		
Employee Only	\$ 4.23	No Change
Employee and Family	\$ 10.54	
<u>Employee Basic Life/AD&D-MetLife</u>	\$0.00	No Change
<u>Employee Optional Life/AD&D-MetLife</u>	Rates Based on Age	No Change
<u>Spouse Life Insurance-MetLife</u>	Rates Based on Age	No Change
<u>Child Life Insurance-MetLife</u>	\$0.20/\$2,000	No Change
<u>Short-Term Disability-MetLife</u>	\$0.00	No Change
<u>Long-Term Disability-MetLife</u>	\$0.00	No Change



G4S Government Solutions, Inc. Flexible Spending Account Plan Enrollment Form

Elections from January 1, 2015-December 31, 2015

Initial Enrollment Annual Plan Year Enrollment Change in Family Status

Effective Date of Change in Family Status

Please print or type:

Participant's Name

Street Address

Date of Hire Location

City

State

Zip

I hereby affirm the following Flexible Spending Account elections:

HEALTH CARE

Annual Contribution:
*Maximum Contribution = \$2,500
 Minimum Contribution = \$0*

Pay Period Contribution:
Your Annual Contribution ÷ 24 pay periods

DEPENDENT CARE

Annual Contribution:
*Maximum Contribution = \$5,000
 Minimum Contribution = \$0*

Pay Period Contribution:
Your Annual Contribution ÷ 24 pay periods

I have received and read the materials given to me explaining the G4S Government Solutions, Inc. Flexible Spending Account Plan. I understand that my decision regarding these elections is effective through the last day of the plan year. Unless I have a change in family status, and I notify the Human Resources Department of this change within 30 days, there is no change permitted in the election made today.

I authorize the Company to reduce my salary on a *pre-tax* basis by the amount(s) indicated above to pay for the benefits I have elected, and I understand that I will forfeit any unused balance in my account(s) at the end of the plan year.

Participant's Signature

Date

G4S Government Solutions January 1, 2015-December 31, 2015 Enrollment Form



2.3 Transition Cost Proposal [RFP §II ¶5.3]

G4S is aware of the importance of a comprehensive Phase-In to transition work being performed by a previous contractor to the new contract holder. Having phased in more than 30 fleet contracts, we are also aware of the costs associated with transitioning both large and small contract sites. We have examined the complexity of the City of Ft. Lauderdale transition, and we believe that we are in a unique position to work with the City to help reduce the impact of Transition Costs on the City's budget.

G4S moves overhead functions and costs associated with transition from the project level to the home office, thus reducing the overhead costs realized by our sites by achieving economies of scale across our portfolio of contracts. We are prepared to absorb our transition costs for home office support across our General and Administrative Overhead throughout the period of the contract. This helps ensure a smooth Phase-In, seamlessly transitioning the contract, while not impacting the City with transition costs.



Bid Bond



Interchange Corporate Center
 450 Plymouth Road, Suite 400
 Plymouth Meeting, PA. 19462-1644
 Ph. (610) 832-8240

BID BOND

Bond Number: N/A

KNOW ALL MEN BY THESE PRESENTS, that we
 G4S INTEGRATED SERVICES, INC.

, as principal (the "Principal"),
 and LIBERTY MUTUAL INSURANCE COMPANY, a Massachusetts stock insurance company, as surety (the
 "Surety"), are held and firmly bound unto
 CITY OF FORT LAUDERDALE

, as obligee (the "Obligee"), in
 the penal sum of

Fifty Thousand and 00/100 Dollars (\$ 50,000.00),
 for the payment of which sum well and truly to be made, the said Principal and the said Surety, bind ourselves, our
 heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the Principal has submitted a bid for:
 Fleet Maintenance & Management Services and Central Warehouse
 RFP # 555-11442

NOW, THEREFORE, if the Obligee shall accept the bid of the Principal within the period specified therein, or, if no
 period be specified, within sixty (60) days after opening, and the Principal shall enter into a contract with the
 Obligee in accordance with the terms of such bid, and give such bond or bonds as may be specified in the bidding
 or contract documents, or in the event of the failure of the Principal to enter into such contract and give such
 bond or bonds, if the Principal shall pay to the Obligee the difference in money not to exceed the penal sum
 hereof between the amount specified in said bid and such larger amount for which the Obligee may in good faith
 contract with another party to perform the work covered by said bid, then this obligation shall be null and void;
 otherwise to remain in full force and effect. In no event shall the liability hereunder exceed the penal sum hereof.

PROVIDED AND SUBJECT TO THE CONDITION PRECEDENT, that any claim by Obligee under this bond must
 be submitted in writing by registered mail, to the attention of the Surety Law Department at the address above,
 within 120 days of the date of this bond. Any suit under this bond must be instituted before the expiration of one
 (1) year from the date of this bond. If the provisions of this paragraph are void or prohibited by law, the minimum
 period of limitation available to sureties as a defense in the jurisdiction of the suit shall apply.

DATED as of this 25th day of November , 20 14 .

WITNESS / ATTEST:



G4S INTEGRATED SERVICES, INC.

(Principal)

By:  (Seal)

Name:

Title:

Kevin P Ingley

Senior Vice President

LIBERTY MUTUAL INSURANCE COMPANY

(Surety)

By:  (Seal)

B. Aterman Attorney-In-Fact



CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT

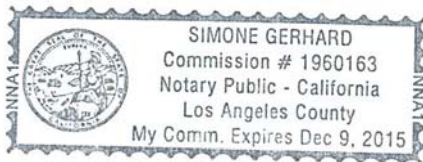
State of California

County of Los Angeles

On NOV 25 2014 before me, Simone Gerhard, Notary Public,
personally appeared B. Aleman who proved to me
on the basis of satisfactory evidence to be the person(s) whose
name(s) is/are subscribed to the within instrument and
acknowledged to me that he/she/they executed the same in
his/her/their authorized capacity(ies), and that by his/her/their
signature(s) on the instrument the person(s), or the entity upon
behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of
California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.



Signature

Simone Gerhard, Notary Public



THIS POWER OF ATTORNEY IS NOT VALID UNLESS IT IS PRINTED ON RED BACKGROUND.

This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Certificate No. 6632864

American Fire and Casualty Company Liberty Mutual Insurance Company
 The Ohio Casualty Insurance Company West American Insurance Company

POWER OF ATTORNEY

KNOWALL PERSONS BY THESE PRESENTS: That American Fire & Casualty Company and The Ohio Casualty Insurance Company are corporations duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Ashraf Elmasry; B. Aleman; Daravy Mady; Edward C. Spector; James Ross; KD Conrad; Kristine Mendez; Lisa K. Crail; Marina Tapia; Misty Wright; Nathan Varnold; Paul Rodriguez; Simone Gerhard; Tracy Aston

all of the city of Los Angeles, state of CA each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 11th day of July, 2014.



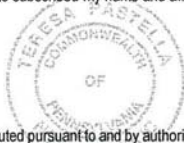
American Fire and Casualty Company
 The Ohio Casualty Insurance Company
 Liberty Mutual Insurance Company
 West American Insurance Company

By: David M. Carey
 David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
 COUNTY OF MONTGOMERY

On this 11th day of July, 2014, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of American Fire and Casualty Company, Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at Plymouth Meeting, Pennsylvania, on the day and year first above written.



COMMONWEALTH OF PENNSYLVANIA
 Notarial Seal
 Teresa Pastella, Notary Public
 Plymouth Twp., Montgomery County
 My Commission Expires March 29, 2017
 Member, Pennsylvania Association of Notaries

By: Teresa Pastella
 Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of American Fire and Casualty Company, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV – OFFICERS – Section 12. Power of Attorney. Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII – Execution of Contracts – SECTION 5. Surety Bonds and Undertakings. Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Gregory W. Davenport, the undersigned, Assistant Secretary, of American Fire and Casualty Company, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this NOV 25 2014 day of _____, 20_____.



By: Gregory W. Davenport
 Gregory W. Davenport, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

To confirm the validity of this Power of Attorney call 1-610-832-8240 between 9:00 am and 4:30 pm EST on any business day.



Insurance Certificates

Sample Certificates from Current Contract with Broward County

ACORD		CERTIFICATE OF LIABILITY INSURANCE				DATE (MM/DD/YYYY) 09/29/2014
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>						
PRODUCER Aon Risk Services, Inc of Florida 1001 Brickell Bay Drive Suite 1100 Miami FL 33131 USA			CONTACT PHONE (AC, No. Ex): (866) 283-7322 FAX (AC, No.): (800) 363-0105 E-MAIL ADDRESS:		Holder Identifier :	
INSURED G4S Integrated Services, Inc. dba Champions of the West 4800 Overton Plaza, Suite 380 Fort Worth TX 76109 USA			INSURER(S) AFFORDING COVERAGE			
			INSURER A: National Union Fire Ins Co of Pittsburgh 19445 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:		NAIC #	
COVERAGES CERTIFICATE NUMBER: 570055314548 REVISION NUMBER:						
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. Limits shown are as requested						
TYPE	TYPE OF INSURANCE	AGG. LIMIT	POLICY NO.	POLICY EFF. DATE	POLICY EXP. DATE	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Per occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMPROP AGG
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> Gar Keeper 300,000 <input checked="" type="checkbox"/> NON-OWNED AUTOS		CA 381-47-73 AOS CA 381-47-74 VA	10/01/2014	10/01/2015	COMBINED SINGLE LIMIT (Per accident) \$5,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION					EACH OCCURRENCE AGGREGATE
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICERS/OWNERS EXCLUDED? (Mandatory in FL) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A			PER STATUTE OTH ER E.L. EACH ACCIDENT E.L. DISEASE-EA EMPLOYEE E.L. DISEASE-POLICY LIMIT
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Please see additional Named Insured list attached.						
CERTIFICATE HOLDER Broward County Permitting, Licensing and Consumer Protection Division 1 North University Drive Box 302 Plantation FL 33324 USA			CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Aon Risk Services Inc of Florida</i>			
ACORD 25 (2014/01) ©1988-2014 ACORD CORPORATION. All rights reserved. The ACORD name and logo are registered marks of ACORD						



ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE: (MM/DD/YYYY) 09/29/2014		
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>						
PRODUCER Aon Risk Services, Inc of Florida 1001 Brickell Bay Drive Suite 1100 Miami FL 33131 USA			CONTACT NAME: PHONE (866) 283-7122 FAX (800) 363-0105 E-MAIL ADDRESS:			
INSURED G4S Integrated Services, Inc. dba Champions of the West 4800 Overton Plaza, Suite 380 Fort Worth TX 76109 USA			INSURER(S) AFFORDING COVERAGE		NAIC #	
			INSURER A: National Union Fire Ins Co of Pittsburgh		19445	
			INSURER B: New Hampshire Ins Co		23841	
			INSURER C: Illinois National Insurance Co		23817	
			INSURER D: AIG Europe Limited		AA1120841	
			INSURER E:			
			INSURER F:			
COVERAGES		CERTIFICATE NUMBER: 57005313557		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. Limits shown are as requested						
INS. LTD.	TYPE OF INSURANCE	ACORD SUB	INSUR. POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOG <input type="checkbox"/> OTHER:		GL2047516	10/01/2014	10/01/2015	EACH OCCURRENCE \$5,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$5,000,000 MED EXP (Any one person) Excluded PERSONAL & ADV INJURY \$5,000,000 GENERAL AGGREGATE \$5,000,000 PRODUCTS - COMP/OP AGG \$5,000,000
A	AUTOMOBILE LIABILITY		CA 381-47-73	10/01/2014	10/01/2015	COMBINED SINGLE LIMIT (Per accident) \$5,000,000
A	<input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS <input checked="" type="checkbox"/> Gar Keeper 300,000		AOS CA 381-47-74 VA	10/01/2014	10/01/2015	BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
D	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> DED RETENTION \$5,000,000		23003214	10/01/2014	09/30/2015	EACH OCCURRENCE \$1,000,000 AGGREGATE \$1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY		WC028234495	10/01/2014	10/01/2015	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000
A	ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/OWNER EXCLUDED? (Mandatory in NE) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N N/A	WC028234496 CA	10/01/2014	10/01/2015	E.L. DISEASE-EA EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) RE: City of Pembroke Pines, 13975 Pembroke Pines FL 33027. Broward County Board of County Commissioners is added as an Additional Insured excluding Workers' Compensation and Employers' Liability as required by written contract but limited to the operations of the insured under said contract, and always subject to the policy terms, conditions and exclusions. Garage keepers policy is covered under the general liability policy #GL4360873.						
CERTIFICATE HOLDER			CANCELLATION			
Broward County Board of County Commissioners Consumer Affair Division 1 North University Drive Mailbox #302 Plantation FL 33324 USA			SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Aon Risk Services Inc of Florida</i>			
ACORD 25 (2014/01)			©1988-2014 ACORD CORPORATION. All rights reserved.			
			The ACORD name and logo are registered marks of ACORD			

Holder Identifier :

Certificate No : 57005313557



Appendix A: Financial Statements for 3 Years

2013

G4S Government Solutions, Inc. and Subsidiaries		
(Wholly Owned Subsidiaries of G4S Holding One, Inc.)		
CONSOLIDATED BALANCE SHEETS		
DECEMBER 29, 2013 AND DECEMBER 30, 2012		
(In thousands)	2013	2012
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 3,040	\$ 30,780
Accounts receivable, net	127,587	151,343
Deferred income taxes, net	6,542	6,884
Prepaid expenses and other current assets	8,805	12,130
Due from related parties, net	10,696	-
Total current assets	<u>156,670</u>	<u>201,137</u>
NON-CURRENT ASSETS:		
Goodwill	29,129	54,594
Other acquisition-related intangible assets, net	2,214	5,017
Property and equipment, net	6,313	10,343
Investment in joint ventures	17,136	5,825
Deferred income taxes, net	8,370	13,946
Unbilled accounts receivable	16,023	18,439
Other financial assets	20,272	17,413
Total non-current assets	<u>99,457</u>	<u>125,577</u>
TOTAL	\$ 256,127	\$ 326,714
LIABILITIES AND STOCKHOLDER'S EQUITY		
CURRENT LIABILITIES:		
Accounts payable	\$ 3,550	\$ 4,757
Accrued payroll and related taxes	21,780	28,674
Accrued employee benefits	25,902	24,890
Accrued expenses	20,147	15,661
Notes payable to bank	19,796	-
Due to related parties, net	-	9,548
Provision for estimated loss contracts	-	306
Other current liabilities	437	296
Total current liabilities	<u>91,612</u>	<u>84,132</u>
NON-CURRENT LIABILITIES:		
Due to related parties	70,290	150,832
Total non-current liabilities	<u>70,290</u>	<u>150,832</u>
COMMITMENTS AND CONTINGENCIES (See footnote 13)		
STOCKHOLDER'S EQUITY:		
Non-controlling interest	252	253
Common stock - \$1 par value, 5,000 shares authorized:	1	1
Additional paid-in capital	88,666	63,956
Accumulated other comprehensive income	857	701
Retained earnings	4,449	26,839
Total stockholder's equity	<u>94,225</u>	<u>91,750</u>
TOTAL	\$ 256,127	\$ 326,714
The accompanying notes are an integral part of these consolidated financial statements.		



G4S Government Solutions, Inc. and Subsidiaries
(Wholly Owned Subsidiaries of G4S Holding One, Inc.)

Consolidated Statements of Comprehensive Loss
For the years ended December 29, 2013 and December 30, 2012

(In thousands)	2013	2012
Sales	\$ 525,938	\$ 723,288
Cost of sales	502,358	700,405
Gross profit	23,580	22,883
Unallowable administrative expense	2,409	956
Loss (gain) on sale of property and equipment, net	2,125	(61)
Royalty fee to parent	4,567	5,755
Goodwill impairment	6,953	2,748
Equity In Income of joint ventures	(5,190)	(2,866)
Operating Income	12,716	16,352
Amortization of acquisition-related intangible assets	(6,405)	(4,568)
Income from continuing operations before interest and income taxes	6,311	11,784
Interest expense, net of interest income	(4,318)	(5,167)
Income (loss) from continue operations before income taxes and non-controlling interest	1,993	6,617
Income tax (expense) benefit	(1,388)	1,207
Non-controlling interest	1	409
Net income from continuing operations	606	8,233
Discontinued Operations (Note 2)		
Loss on from operations of discontinued component (including a loss on disposal of \$1,633)	(22,996)	(22,005)
Net loss	(22,390)	(13,772)
Other comprehensive income, net of tax:		
Unrealized gain on foreign currency translation adjustment	156	170
Comprehensive loss	\$ (22,234)	\$ (13,602)

The accompanying notes are an integral part of these consolidated financial statements.



G4S Government Solutions, Inc. and Subsidiaries
 (Wholly Owned Subsidiaries of G4S Holding One, Inc.)

CONSOLIDATED STATEMENTS OF STOCKHOLDER'S EQUITY
 FOR THE YEARS ENDED DECEMBER 29, 2013 AND DECEMBER 30, 2012

(in thousands) except for common shares	Non-controlling Interest	Common Shares	Amount	Additional Paid-in-Capital	Retained Earnings	Accumulated Other Comprehensive Income	Total
Balance, January 1, 2012	\$ 873	1,200	\$ 1	\$ 63,856	\$ 44,117	\$ 531	\$ 108,478
Net loss	(409)	-	-	-	(13,772)	-	(14,181)
Other comprehensive income, foreign currency translation adjustment	-	-	-	-	-	170	170
Dividends	(211)	-	-	-	(3,506)	-	(3,717)
Balance, December 30, 2012	253	1,200	1	63,856	26,839	701	91,750
Capital contribution from Parent	-	-	-	24,710	-	-	24,710
Net loss	(1)	-	-	-	(22,390)	-	(22,391)
Other comprehensive income, foreign currency translation adjustment	-	-	-	-	-	156	156
Balance, December 29, 2013	\$ 252	1,200	\$ 1	\$ 88,666	\$ 4,449	\$ 857	\$ 94,225

The accompanying notes are an integral part of these consolidated financial statements.



(In thousands)	2013	2012
G4S Government Solutions, Inc. and Subsidiaries (Wholly Owned Subsidiaries of G4S Holding One, Inc.)		
CONSOLIDATED STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED DECEMBER 29, 2013 AND DECEMBER 30, 2012		
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net loss	\$ (22,390)	\$ (13,772)
Adjustments to reconcile net loss to cash provided by operating activities		
Depreciation	3,170	5,332
Amortization	7,150	4,568
Goodwill Impairment	21,118	8,325
Decrease in provision for bad debts	(1,241)	(49)
Provision for estimated loss contracts	(306)	306
Equity in income of joint ventures	(4,911)	(2,866)
Deferred tax benefit	(661)	(8,959)
Loss on sale of property and equipment, net	725	2,754
Provision related to abandoned lease	1,938	-
Non-controlling interest	(1)	(409)
Other current liabilities	141	149
Changes in operating assets and liabilities:		
Accounts receivable	19,213	51,721
Unbilled accounts receivable	2,416	-
Prepaid expenses and other current assets	3,170	(2,186)
Accounts payable, accrued expenses, and accrued employee benefits	2,957	(11,469)
Accrued payroll and related taxes	(6,720)	(13,025)
Due to related parties, net	(7,744)	(204)
Net cash provided by operating activities	<u>18,024</u>	<u>20,216</u>
CASH FLOW FROM INVESTING ACTIVITIES:		
Investments in joint venture	(11,625)	(853)
Distributions from joint venture	4,575	6,742
Loss on sale of component	1,633	-
Capital expenditures	(1,472)	(586)
Other financial assets	(2,859)	(1,127)
Proceeds from the sale of property and equipment	-	1,069
Net cash (used in) provided by investing activities	<u>(9,748)</u>	<u>5,245</u>
CASH FLOWS FROM FINANCING ACTIVITIES:		
Net borrowings (repayments) of notes payable to bank	19,796	(5,520)
Repayments to related party	(80,542)	(20,001)
Capital contribution from related parties	24,710	28,999
Dividends paid	-	(3,506)
Distributions to non-controlling owners	-	(211)
Net cash used in financing activities	<u>(36,036)</u>	<u>(2,239)</u>
EFFECT OF FOREIGN CURRENCY EXCHANGE RATE CHANGES ON CASH	<u>20</u>	<u>(32)</u>
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	<u>(27,740)</u>	<u>25,190</u>
CASH AND CASH EQUIVALENTS, Beginning of year	<u>30,780</u>	<u>5,590</u>
CASH AND CASH EQUIVALENTS, End of year	<u>\$ 3,040</u>	<u>\$ 30,780</u>
SUPPLEMENTAL DISCLOSURES:		
Cash paid during the year for interest	\$ 4,487	\$ 5,108
Cash paid during the year for state income tax	\$ 403	\$ 626
(Federal income taxes are paid by the parent. See footnote 11(a))		
The accompanying notes are an integral part of these consolidated financial statements.		

2012



Consolidated balance sheets

G4S Government Solutions, Inc. and Subsidiaries (Wholly-owned Subsidiaries of G4S Holding One, Inc.)
 For the years ended December 30, 2012 and January 1, 2012

(in thousands)	2012 \$	2011 \$
ASSETS		
Current assets:		
Cash and cash equivalents	30,780	5,590
Accounts receivable, net	151,343	202,968
Deferred income taxes, net	6,884	3,392
Prepaid expenses and other current assets	12,130	9,932
Due from related parties, net	-	19,247
	201,137	241,129
Non-current assets:		
Goodwill	54,594	62,919
Other acquisition-related intangible assets, net	5,017	9,585
Property and equipment, net	10,343	18,901
Investment in joint ventures	5,825	8,848
Deferred income taxes, net	13,946	8,479
Unbilled accounts receivable	18,439	18,439
Other financial assets	17,413	16,286
	125,577	143,457
Total Assets	326,714	384,586
LIABILITIES AND STOCKHOLDER'S EQUITY		
Current liabilities:		
Accounts payable	4,757	5,685
Accrued payroll and related taxes	30,089	43,110
Accrued employee benefits	23,475	26,212
Accrued expenses	15,661	23,219
Notes payable to bank	-	5,520
Due to related parties, net	9,548	-
Provision for estimated loss contracts	306	-
Other current liabilities	296	529
	84,132	104,275
Non-current liabilities		
Due to related parties	150,832	170,833
	150,832	170,833
COMMITMENTS AND CONTINGENCIES (See footnote 12)		
Stockholder's equity:		
Non-controlling interest	253	873
Common stock - \$1 par value, 5,000 shares authorized:	1	1
Additional paid-in capital	63,956	63,956
Accumulated other comprehensive income	701	531
Retained earnings	26,839	44,117
	91,750	109,478
Total	\$326,714	\$384,586

The accompanying notes are an integral part of these consolidated financial statements.



Consolidated statements of comprehensive income (loss)

G4S Government Solutions, Inc. and Subsidiaries (Wholly-owned Subsidiaries of G4S Holding One, Inc.)
 For the years ended December 30, 2012 and January 1, 2012

	2012 \$	2011 \$
SALES	742,926	882,859
Cost of sales	733,526	852,257
Gross profit	9,400	30,602
Unallowable administrative expense	956	1,566
Loss on sale of property and equipment, net	2,754	-
Legal settlements	-	10,535
Royalty fee to parent	5,755	-
Goodwill impairment	8,325	4,781
Equity in income of joint ventures	(2,866)	(4,181)
Operating income (loss)	(5,524)	17,901
Amortization of acquisition-related intangible assets	(4,568)	(4,568)
Income (loss) from operations before interest and income taxes	(10,092)	13,333
Interest expense, net of interest income	(5,296)	(5,624)
Income (loss) before income taxes and non-controlling interest	(15,388)	7,709
Income taxes benefit (expense)	1,207	(5,196)
Non-controlling interest	409	(556)
Net income (loss)	(13,772)	1,957
Other comprehensive income (loss), net of tax:		
Unrealized gain on foreign currency translation adjustment	170	2,019
Comprehensive income (loss)	(13,602)	3,976

The accompanying notes are an integral part of these consolidated financial statements.



Consolidated statements of stockholder's equity

G4S Government Solutions, Inc. and Subsidiaries (Wholly-owned Subsidiaries of G4S Holding One, Inc.)

For the years ended December 30, 2012 and January 1, 2012

(In thousands) except for common shares	Non- controlling Interest \$	Common Stock Shares	Amount \$	Capital Due from Related Party \$	Additional Paid-in- Capital \$	Retained Earnings \$	Accumulated Other Comprehensive Income (Loss) \$	Total \$
Balance, January 2, 2011	2,308	1,200	1	(49,701)	84,658	58,122	(1,488)	93,900
Capital contribution from related party	-	-	-	9,701	19,298	-	-	28,999
Change in classification of previous capital contribution from related party	-	-	-	40,000	(40,000)	-	-	-
Net Income	556	-	-	-	-	1,957	-	2,513
Other comprehensive loss, foreign currency translation adjustment	-	-	-	-	-	-	2,019	2,019
Comprehensive Income								
Dividends	(1,991)	-	-	-	-	(15,962)	-	(17,953)
Balance, January 1, 2012	873	1,200	1	-	63,956	44,117	531	109,478
Net loss	(409)	-	-	-	-	(13,772)	-	(14,181)
Other comprehensive income (loss), foreign currency translation adjustment	-	-	-	-	-	-	170	170
Dividends	(211)	-	-	-	-	(3,506)	-	(3,717)
Balance, December 30, 2012	253	1,200	1	-	63,956	26,839	701	91,750

The accompanying notes are an integral part of these consolidated financial statements.



Consolidated statements of cash flow

G4S Government Solutions, Inc. and Subsidiaries (Wholly-owned Subsidiaries of G4S Holding One, Inc.)

December 30, 2012 and January 1, 2012

(in thousands)	2012 \$	2011 \$
Cash flows from operating activities:		
Net income (loss)	(13,772)	1,957
Adjustments to reconcile net income to cash provided by operating activities		
Depreciation	5,332	5,835
Amortization of acquisition-related intangible asset	4,568	4,568
Goodwill impairment	8,325	4,781
Provision for bad debts	(49)	(889)
Provision for estimated loss contracts	306	(2,244)
Equity in income of joint ventures	(2,866)	(4,181)
Deferred tax benefit	(8,959)	(2,894)
Loss on sale of property and equipment, net	2,754	-
Non-controlling interest	(409)	556
Other	149	(13)
Changes in operating assets and liabilities:		
Accounts receivable	51,721	2,288
Prepaid expenses and other current assets	(2,186)	2,658
Accounts payable, accrued expenses, accrued employee benefits and other current liabilities	(11,469)	(9,013)
Accrued payroll and related taxes	(13,025)	9,412
Due to related parties, net	(204)	11,827
Net cash provided by operating activities	20,216	24,658
Cash flow from investing activities:		
Investments in joint venture	(853)	(12,703)
Distributions from joint venture	6,742	19,375
Capital expenditures	(586)	(5,418)
Other financial assets	(1,127)	(951)
Proceeds from the sale of property and equipment	1,069	-
Net cash provided by investing activities	5,245	303
Cash flows from financing activities:		
Net repayments of notes payable to bank	(5,520)	(9,679)
Borrowings from related party	-	30,000
Repayments to related party	(20,001)	(30,000)
Capital contribution from related parties	28,999	-
Dividends paid	(3,506)	(15,962)
Distributions to non-controlling owners	(211)	(1,239)
Net cash used in financing activities	(239)	(26,890)



Consolidated statements of cash flow continued

G4S Government Solutions, Inc. and Subsidiaries (Wholly-owned Subsidiaries of G4S Holding One, Inc.)

December 30, 2012 and January 1, 2012

(in thousands)	2012 \$	2011 \$
Effect of foreign currency exchange rate changes on cash	(32)	(29)
Net increase (decrease) in cash and cash equivalents	25,190	(1,948)
Cash and cash equivalents, beginning of year	5,590	7,538
Cash and cash equivalents, end of year	30,780	5,590
Supplemental disclosures:		
Cash paid during the year for interest	5,108	5,786
Cash paid during the year for state income tax (Federal income taxes are paid by the parent. See footnote 11(a))	626	790
Non cash items:		
Reduction of capital due from related party due to a change in estimate for the loss provision recognized from the acquisition of AGII, net of deferred tax asset (See footnote 9)	-	-
The Parent resolved to contribute capital in 2011, funds were not received until 2012 (See footnote 11(f))	-	28,999

The accompanying notes are an integral part of these consolidated financial statements.



2011

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Consolidated balance sheets

G4S Government Solutions, Inc. and Subsidiaries (Wholly Owned Subsidiaries of G4S Holding One, Inc.)
For the years ended January 1, 2012 and January 2, 2011

(in thousands)	2011 \$	2010 \$
ASSETS		
Current assets:		
Cash and cash equivalents	5,590	7,538
Accounts receivable, net	202,968	210,334
Deferred income taxes, net	3,392	4,958
Prepaid expenses and other current assets	9,932	12,560
Due from related parties, net	19,247	2,058
	241,129	237,448
Non-current assets:		
Goodwill	62,919	67,700
Other acquisition-related intangible assets, net	9,585	14,153
Property, plant and equipment, net	18,901	19,305
Investment in joint ventures	8,848	10,015
Deferred income taxes, net	8,479	4,029
Unbilled accounts receivable	18,439	12,539
Other financial assets	16,286	15,335
	143,457	143,076
Total assets	384,586	380,524
LIABILITIES AND STOCKHOLDER'S EQUITY		
Current liabilities:		
Accounts payable	5,685	10,905
Accrued payroll and related taxes	43,110	33,733
Accrued employee benefits	26,212	21,454
Accrued expenses	23,219	29,949
Notes payable to bank	5,520	15,199
Provision for estimated loss contracts	-	2,244
Other current liabilities	529	2,323
	104,275	115,807
Non-current liabilities:		
Due to related parties	170,833	170,817
	170,833	170,817
COMMITMENTS AND CONTINGENCIES (See footnote 12)		
Stockholder's equity:		
Non-controlling interest	873	2,308
Common stock - \$1 par value, 5,000 shares authorized	1	1
Capital due from related party	-	(49,701)
Additional paid-in capital	63,956	84,658
Accumulated other comprehensive income (loss)	531	(1,488)
Retained earnings	44,117	58,122
	109,478	93,900
Total equity	384,586	380,524



Consolidated statements of income

G4S Government Solutions, Inc. and Subsidiaries (Wholly Owned Subsidiaries of G4S Holding One, Inc.)
 For the years ended January 1, 2012 and January 2, 2011

	(in thousands)	2011 \$	2010 \$
Revenues		882,859	971,825
Operating expenses (income):			
Payroll and related taxes		653,413	689,386
Other operating expenses		194,575	233,498
Depreciation		5,835	5,088
Legal settlements		10,535	—
Goodwill impairment		4,781	—
Equity in income of joint ventures		(4,181)	(7,165)
Total operating expenses		864,958	920,807
Income from operations before amortization		17,901	51,018
Amortization of acquisition-related intangible assets		(4,568)	(4,569)
Income from operations before interest and income taxes		13,333	46,449
Interest expense, net of interest income		(5,624)	(3,680)
Income before income taxes and non-controlling interest		7,709	42,769
Income taxes		(5,196)	(17,960)
Non-controlling interest		(556)	(802)
Net income		1,957	24,007

Consolidated statements of stockholder's equity

G4S Government Solutions, Inc. and Subsidiaries (Wholly Owned Subsidiaries of G4S Holding One, Inc.)
 For the years ended January 1, 2012 and January 2, 2011

(in thousands)	Non-controlling Interest \$	Shares	Common Stock Amount \$	Capital Due from Related Party \$	Additional Paid-in Capital \$	Retained Earnings \$	Accumulated Other Comprehensive Loss \$	Total \$	Comprehensive Income \$
Balance, January 3, 2010	1,914	1,200	1	(50,031)	80,358	49,379	(170)	81,451	
Capital contribution from related party	—	—	—	—	4,300	—	—	4,300	
Change in loss provision,									
net of deferred taxes	—	—	—	330	—	—	—	330	
Net income	802	—	—	—	—	24,007	—	24,809	24,809
Other comprehensive loss,									
foreign currency translation adjustment	—	—	—	—	—	—	(1,318)	(1,318)	(1,318)
Comprehensive income									23,491
Dividends	(408)	—	—	—	—	(15,264)	—	(15,672)	
Balance, January 2, 2011	2,308	1,200	1	(49,701)	84,658	58,122	(1,488)	93,900	
Capital contribution from related party	—	—	—	9,701	19,298	—	—	28,999	
Change in classification of previous capital contribution from related party	—	—	—	40,000	(40,000)	—	—	—	
Net income	556	—	—	—	—	1,957	—	2,513	2,513
Other comprehensive income (loss),									
foreign currency translation adjustment	—	—	—	—	—	—	2,019	2,019	2,019
Comprehensive income									4,532
Dividends	(1,991)	—	—	—	—	(15,962)	—	(17,953)	
Balance, January 1, 2012	873	1,200	1	—	63,956	44,117	531	109,478	



Consolidated statements of cash flow

G4S Government Solutions, Inc. and Subsidiaries (Wholly Owned Subsidiaries of G4S Holding One, Inc.)
For the years ended January 1, 2012 and January 2, 2011

	(in thousands)	2011 \$	2010 \$
Cash flow from operating activities:			
Net income		1,957	24,007
Adjustments to reconcile net income to cash provided by operating activities			
Depreciation		5,835	5,088
Amortization of acquisition-related intangible asset		4,568	4,569
Goodwill impairment		4,781	-
Provision for bad debts		(889)	(1,185)
Provision for estimated loss contracts		(2,244)	(18,832)
Equity in income of joint ventures		(4,181)	(7,165)
Deferred tax benefit		(2,884)	8,592
Non-controlling interest		556	802
Other		(13)	105
Changes in operating assets and liabilities:			
Accounts receivable		2,288	(7,763)
Prepaid expenses and other current assets		2,658	3,056
Accounts payable, accrued expenses and other liabilities		(9,013)	15,805
Accrued payroll and related taxes		9,412	(6,590)
Due to (due from) related parties		11,827	(11,422)
Net cash provided by operating activities		24,658	9,067
Cash flow from investing activities:			
Investments in joint venture		(12,703)	(15,057)
Distributions from joint venture		19,375	19,825
Capital expenditures		(5,418)	(7,046)
Other financial assets		(951)	(2,459)
Net cash provided by (used in) investing activities		303	(4,737)
Cash flow from financing activities:			
Net repayments of notes payable to bank		(9,679)	(5,488)
Borrowings from related party		30,000	25,000
Repayments to related party		(30,000)	(8,342)
Capital contribution from related party		-	4,300
Dividends paid		(15,962)	(15,264)
Repayment of obligations under capital leases		-	(322)
Distributions to non-controlling owners		(1,239)	(408)
Net cash used in financing activities		(26,880)	(524)
Effect of foreign currency exchange rate changes on cash		(29)	(1,318)
Net increase (decrease) in cash and cash equivalents		(1,948)	2,488
Cash and cash equivalents (beginning of year)		7,538	5,050
Cash and cash equivalents (end of year)		5,590	7,538



Consolidated statements of cash flow continued

G4S Government Solutions, Inc. and Subsidiaries (Wholly Owned Subsidiaries of G4S Holding One, Inc.)
 For the years ended January 1, 2012 and January 2, 2011

	(in thousands)	2011 \$	2010 \$
Supplemental disclosures:			
Cash paid during the year for interest		5,786	3,666
Cash paid during the year for state income tax (Federal income taxes are paid by the parent. See footnote 11(a))		790	1,078
Non cash items:			
Reduction of capital due from related party due to a change in estimate for the loss provision recognized from the acquisition of AGIL, net of deferred tax asset (See footnote 9)		-	330
The Parent resolved to contribute capital in 2011, funds were not received until 2012 (See footnote 11(f))		29,000	-



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Appendix B: Sample FASTER Records/Reports

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FASTER Reports

Work Order Reports

The *FASTER* Work Order reports are designed to provide you with information on shop floor transactions. These reports allow you to assess the efficiency of your operation and perform trend analysis.

NOTE: Some work order reports require a work order number range or a date range to run. Read the prompts carefully! Parameters that are required have the text (REQUIRED) in the name or prompt for the parameter.

FASTER Work Order Print (FSR0300/FOR0300)

This report shows all information associated with the work orders. If you have Crystal Reports version 9 reports loaded, you also have the option to view the work order notes in this report.

Parameter(s):

- View Notes? (Y/N) – In version 9 reports only, select Y to view the notes on the work order print. Select N to view the work order without notes.
- Selection – Equipment Company (ECO), Equipment Number (EQ), Work Order Shop (WSH), Equipment Department (DPN), Work Order Status (WST)
- Total Cost (Enter a dollar amount. Work orders with a total cost higher than this amount display in the report.)
- @BEGWO and @ENDWO – Specify a beginning and ending work order number. Larger ranges increase the amount of time it takes for the report to run. (*You can get beginning work order numbers for each month by running the report FSR/FOR0339.*)

When to run: Run this report after the work is completed as a record of work order information.

This report can be used to: Print a customer receipt copy for a work order.

WARNING: This report always shows costs with markup if you have markup set up in the system. It does not take into consideration the bill code (EBC) on the work order or the billable character of the repair type. (If you want to run a work order print report that matches how you bill your customer, run report FSR/FOR1082, Work Order Print for Billing Verification.)



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FASTER Reports

Q & A Testing Database
 FSR 0300

WORK ORDER PRINT

PAGE: 1
 DATE: 2/23/2004
 TIME: 8:24

Work Order # 0000028290
 Equipment # 311

Date In: Dec 31, 2003 Date Out: Dec 31, 2003 Work Order Status: F Work Order Shop: 01

Color: Maroon	Company: 001	Tire Size 1: 9.50/16.5	Fuel Type 1: U
Year: 2004	Dept: 110406	Tire Size 2: 9.50/16.5	Fuel Type 2:
Make: JEEP	Class: B11GA9F401	Engine Size: 4.0 I6	Fuel Type 3:
Model: CHEROKEE	Site: BPM	Trans: 400 T	Down Time: 10
License #: INTHEYE	Serial #: 1J34KEZ549311M	Title:	Billing Code: 1
Operator: 35239	Monitor Group: GB	Current Meters: M 16311	

MECHANIC REPAIRS PERFORMED

MECH ID#	LABOR DATE	OVER HRS	TIME	SHFT	RTY	RTY DESCRIPTION	LABOR COST	
214	Dec 31, 2003	4.00	N	1	PMA BS	A Service List	19.95	
PART NUMBER	ISSUE DATE	ISSUE QTY	RTY	PARTS ISSUED RTY DESCRIPTION		NON-STOCK	ISSUE PRICE	PARTS COST
33032	Dec 31, 2003	1		PMA BS	A Service List	NON	1.897	1.90
FUEL FILTER								
42321	Dec 31, 2003	1		PMA BS	A Service List	NON	18.213	18.21
AIR FILTER								
51601	Dec 31, 2003	1		PMA BS	A Service List	NON	4.337	4.36
OIL FILTER								
EB15W40	Dec 31, 2003	4		PMA BS	A Service List	ST	2.223	8.89
15W40 MOTOR OIL								

Used to print a customer receipt copy of a work order.



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FASTER Reports

Deferred Maintenance Report (FSR0304/FOR0304)

This report shows all equipment that has Deferred Maintenance associated with it. Deferred maintenance repairs are repairs that are being held in the system, with no associated work order, to be performed at a future date. This is a summary report displaying # of repairs, # of vehicles, total estimated hours work and # of technicians for each estimated start date and group. You can drill down to see repair details.

Parameter(s):

Sort – Department (D), Class (C), Equipment Number (E), Work Order Shop (S), or RTY Group Code (G)
 Estimated Start Date Range (REQUIRED)

Selection –Repair Type Reason (RTR), Repair Type Group (RGR), Repair Type (RRY), Work Order Shop (WSH),
 Equipment Number (EQ), Department (DPN), Equipment Class (EQC), Equipment Shop (SHP).

When to run: You should run this report at least weekly to be certain the there are not deferred repairs building up in the system.

This report can be used to:

- Provide listings to customers of outstanding repairs needed on individual units.
- Review outstanding repairs and estimated start dates for scheduling shop work.
- See if there are outstanding repairs on vehicles scheduled to come into the shop.
- Review outstanding repairs for part stocking.

MOTOR POOL - CITY OF FORT LAUDERDALE				DEPARTMENT DEFERRED MAINTENANCE		PAGE:	1	
FSR0304						DATE:	12/9/2003	
						TIME:	11:13	
This is a summary report showing total deferred maintenance transactions for each date, then totals for the Department. Double click the TOTALS FOR text to see transaction details for that date.								
TOTALS FOR 8/13/2003:	# OF TRANSACTIONS:	2	# OF VEHICLES:	2	ESTIMATED HOURS:	0.00	# OF MECHANICS:	1
DEPARTMENT B-MAINT TOTALS:	# OF TRANSACTIONS:	2	# OF VEHICLES:	2	ESTIMATED HOURS:	0.00	# OF MECHANICS:	1
TOTALS FOR REPAIRS WITH NO ESTIMATED START DATE:	# OF TRANSACTIONS:	3	# OF VEHICLES:	1	ESTIMATED HOURS:	3.00	# OF MECHANICS:	2
TOTALS FOR 8/3/2003:	# OF TRANSACTIONS:	1	# OF VEHICLES:	1	ESTIMATED HOURS:	0.00	# OF MECHANICS:	1

Double-click the date (or the text that reads "TOTALS FOR...") to view details of each deferred maintenance repair:

EQUIP#	YEAR/MAKE/MODEL	RTY	RTY DESCRIPTION	LABOR HOURS	MID			
0296	1996 DODGE RAM	A011A00100BN	Axle Front Assembly Replace	3.00				
0296	1996 DODGE RAM	1026MT0100BS	Transmission Ma Mount Replace	0.00				
0296	1996 DODGE RAM	PMA BS	A Service List	0.00	502			
TOTALS FOR REPAIRS WITH NO ESTIMATED START DATE:	# OF TRANSACTIONS:	3	# OF VEHICLES:	1	ESTIMATED HOURS:	3.00	# OF MECHANICS:	2

(If you do not want to use the summary report, you can replace it with the older version of this report which displayed all the details. For instructions on replacing this report with the older version, refer to the Reports One manual, page 26.)

Provides transparency to outstanding repairs needed on individual units, showing estimated start dates to allow forecasting of parts requirements



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FASTER Reports

Work Order Dollars Summary (FSR0305/FOR0305)

This report is designed to list the costs incurred by the shop for a work order. This report shows costs to your fleet, not charges to your customer, so it does not include markup. Use the Work Order Print report (FSR0300/FOR0300) to show charges to a customer for a work order.

Parameter(s):

- Sort – Shop (WSH), Company (ECO), Department (DPN), Class (EQC), Equipment Number (EQ)
- Presentation – Details (D), Equipment and Sort Totals (E), Sort Totals Only (S)
- Markup? - Allows you to specify whether costs shown reflect fleet costs or customer charges. If you choose N, the report displays the cost of the parts issued plus shipping, plus tax, but no markup. If you choose Y, then the report takes into consideration the billing code (EBC) on the work order, the Billable character in the RTY for the part issue and the Parts Markup switch in System Settings/System Info tab, to determine whether or not the part is charged and marked up.
- **Posting Date Range (REQUIRED)**
- Selection – Work Order Status (WST), Work Order Shop (WSH), Company (ECO), Department (DPN), Equipment Class (EQC), Equipment Number (EQ), Repair Type Reason (RTR), Repair Type Group (RGR), Repair Type Component (RCR), Repair Type Repair (RRR).
- @BEGWO – Enter the beginning work order number for report efficiency.

When to run: CCG recommends you run this report daily or weekly depending on the level of activity in your shop.

This report can be used to:

- Track costs incurred by shop floor activity for comparison to charges billed.
- Compare costs incurred in different shops.

MOTOR POOL - CITY OF Fortville		WORK ORDER CHARGES SUMMARY BY WORK ORDER SHOP						PAGE: 5		
FSR0305								DATE: 12/9/2003		
								TIME: 11:28		
Date selection for this report is based on the posting date. The dollars reflect customer charges. Markup is calculated based on the work order billing code and the billable switch on the repair type.										
				LABOR HOURS	TOTAL PARTS	TOTAL LABOR	TOTAL SUBLET	MISC CHGS	CREDITS	TOTAL COST
EQUIPMENT	0001	TOTALS:	WORK ORDER COUNT : 1	2.94	0.00	105.96	0.00	2.00	0.00	107.96
EQUIPMENT	0002	TOTALS:	WORK ORDER COUNT : 1	2.04	29.75	73.40	0.00	2.00	0.00	105.15
EQUIPMENT	0003	TOTALS:	WORK ORDER COUNT : 1	13.38	106.54	481.70	0.00	10.00	0.00	598.04
EQUIPMENT	0025	TOTALS:	WORK ORDER COUNT : 1	4.90	497.47	176.57	7.75	0.00	0.00	681.79
EQUIPMENT	0026	TOTALS:	WORK ORDER COUNT : 1	43.85	185.40	1,578.32	0.00	0.00	0.00	1,763.92
EQUIPMENT	0027	TOTALS:	WORK ORDER COUNT : 1	0.00	0.00	0.00	7.75	0.00	0.00	7.75
EQUIPMENT	0029	TOTALS:	WORK ORDER COUNT : 1	0.00	0.00	0.00	7.75	0.00	0.00	7.75
EQUIPMENT	0030	TOTALS:	WORK ORDER COUNT : 1	10.34	145.05	372.09	7.75	6.00	0.00	550.89

NOTE: If you choose N in the Markup? Parameter, the report title indicates "COSTS." If you choose Y, the report title reads "CHARGES."

Allows tracking of actual costs incurred for comparison against charges billed.



Maintenance Type Performance Report (FSR0313/FOR0313)

This report shows labor hours and dollars for all work orders opened within a specified date range. It also provides percentages of work done by Scheduled and Non-Scheduled codes for each shop and shop percentages of work done for each company. Prior to executing this report, verify that the system administrator has generated work order statistics by executing the following statement in SQL Query Analyzer: EXEC PROC_GENWKSTAT YYYYMMDD, YYYYMMDD. (YYYYMMDD are the beginning and ending dates for generating information.)

Parameter(s):

- **Date Range** – Required, enter the date range for the work order open date
- **Selection** –Repair Scheduled Code (RTC), Work Order Shop (WSH), Equipment Company (ECO), Technician ID (MID)

When to run: You can run this report monthly.

This report can be used to:

- Determine percentage of work which is scheduled vs. non-scheduled.
- Evaluate scheduling process and staffing, possibly pointing out high abuse if most repairs are non-scheduled.

CITY OF FASTERVILLE		MAINTENANCE TYPE		PAGE:	3
FSR0313		PERFORMANCE REPORT		DATE:	APR 2, 2002
				TIME:	13:51
WO#	RTY	MID	MECHANIC NAME	LABOR HOURS	LABOR DOLLARS
000003451	PMA BS	508	01 A NICHOLS 01041	0.65	23.28
000003451	PMA BS	508	01 A NICHOLS 01041	0.43	15.35
000003461	PMA BS	508	01 A NICHOLS 01041	0.31	11.17
000003461	PMA BS	508	01 A NICHOLS 01041	0.27	9.87
000003461	PMA BS	508	01 A NICHOLS 01041	0.44	15.75
000003462	PMA BS	508	01 A NICHOLS 01041	1.39	50.07
000003475	PMA BS	508	01 A NICHOLS 01041	1.10	39.57
000003477	PMA BS	508	01 A NICHOLS 01041	1.07	38.37
SHOP: CH:		S Labor Hours = 61.01	56.84% of Shop Hours		
		S Labor Dollars = \$2,196.34	56.84% of Shop Dollars		
TOTALS FOR SHOP CH:		Labor Hours = 107.33	4.69% of Company Hours		
		Labor Dollars = \$3,863.86	4.67% of Company Dollars		
WORK ORDER SHOP: MP					
COMPANY: 005 City of Fasterville		SCHEDULED CODE: N		Not Scheduled	
000003149	2026C00165BN	504	01 J PENNEY 21190	1.06	38.01
000003149	2026C00165BN	504	01 J PENNEY 21190	0.51	18.48
000003149	2026C00165BN	504	01 J PENNEY 21190	0.00	0.12
000003149	2026C00165BN	509	01 M EMERICK 01871	2.58	92.81
000003149	2034A00100BN	509	01 M EMERICK 01871	1.15	41.37
000003149	2034A00100BN	509	01 M EMERICK 01871	0.00	0.11
000003150	2032B00100BN	510	01 BILL KRUGER 04173	0.00	0.02
000003150	2045MH0001B	510	01 BILL KRUGER 04173	0.25	9.02
000003150	9017TM3165BN	510	01 BILL KRUGER 04173	0.53	19.25
000003152	2034LN1165BN	504	01 J PENNEY 21190	0.28	9.99
000003154	2409MH0165B	507	01 E LEWIS 04910	1.60	57.73

Allows the comparison of scheduled versus non-scheduled work. This comparison allows for fine tuning of the scheduling process and staffing levels.



v5.58

FASTER Reports

Average Hours and Dollars for Repairs (FSR0321/FOR0321)

Use this report to help establish labor standards for repairs by showing the average hours it has taken to complete the repair on past work orders. The averages are calculated for RTY-Class combinations. This report is designed to provide information for RLS Table codes for use with the Technician Efficiency Report. You can also use it to learn costs for PMs.

Parameter(s):

- Sort – Class first, then RTY (C) or RTY first, then Class (R)
- PMs Only – Do you want to view PM repair types only? (Y/N)
- Selection – Repair Type Group (RGR)
- @BEGDATE
- @ENDDATE

When to run:

Run this report as needed to view average costs by repair/class combination.

This report can be used to:

- Serve as a starting point for establishing labor standards for certain repairs on certain classes of vehicles.
- Do a comparative analysis on different repairs/vehicle classes in the shop.
- Calculate average cost of labor for PMs.

MOTOR POOL - CITY OF Fasterville FSR0321		AVERAGE TIME AND COST FOR REPAIRS BROKEN DOWN BY RTY-CLASS COMBINATION		PAGE: 1
				DATE: 12/12/2003
				TIME: 10:40
<p>This report's purpose is to help establish labor standards by showing the average hours it has taken to complete the repair on past work orders. The averages are calculated for RTY-Class combinations, just like the labor standards. The number of work orders used to calculate the average is included to help you determine the accuracy of the average.</p> <p>Repair codes do not contain the Reason. Class codes are only the first five characters.</p>				
CLASS - GROUP/COMPONENT/REPAIR	# OF WO	AVG TIME FOR REPAIR	AVG COST FOR REPAIR	
22PDB-013DT0001 Street Sweeper Vac. & Broom Brake Group Drum Air Brake Diagnosis	1	10.76	387.30	
22PDB-026F90001 Street Sweeper Vac. & Broom Transmission Ma Flange Diagnosis	1	2.90	104.22	
22PDB-032000001 Street Sweeper Vac. & Broom Cranking System System Diagnosis	1	1.03	37.06	

Used as a tool to establish labor standards for certain repairs as well as perform comparative analysis on different repairs and vehicle classes.



v5.58

FASTER Reports

Scheduled vs. Non-Scheduled Repairs (FSR0326/FOR0326)

This report is a quick snapshot for you to see the number of repairs you do that are scheduled versus the number that are not. It contains a bar chart showing repair numbers by month for the last 365 days.

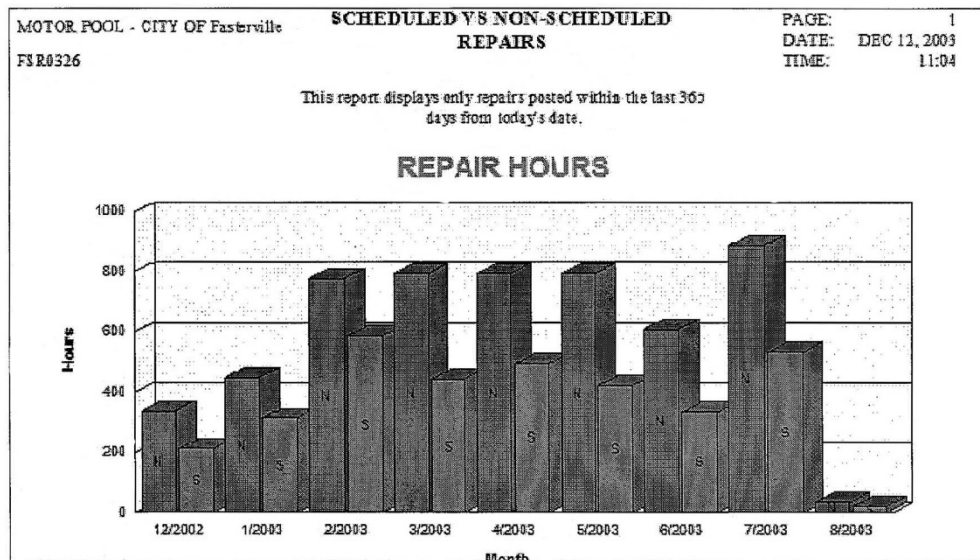
Parameter(s):

- Accidents? – Would you like to include accident repairs in this report?
- Selection – Repair Type Schedule Code (RTC), Repair Type Reason (RTR), Repair Type Group (RGR), Work Order Shop (WSH), Equipment Class (EQC), Department (DPN), Company (ECO)

When to run: You should run this report monthly.

This report can be used to:

- View your improvement in increasing the percentage of scheduled repairs you perform.
- Show your customers how you save them money by performing more scheduled repairs.



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FASTER Reports

This is a summary report. You can double-click any bar in the chart to drill down to view the details that went to make up that sum.

January 2003		SCHEDULED CODE: N -NON-SCHEDULED		LABOR HOURS	LABOR DOLLARS
WO#	RTY	POSTED DATE			
0000000002	2001B20100BN	1/13/2003		1.00	360.00
0000000003	2002B40100BN	1/13/2003		0.55	19.80
0000000005	2002000001BN	1/13/2003		0.00	0.16
0000000005	2003MMMRMRBN	1/13/2003		23.24	836.58
0000003431	2015LS1100BN	1/15/2003		984.13	35,428.54
0000003656	2016SQ1050BN	1/14/2003		0.83	29.98
0000003846	2043H20155BN	1/15/2003		2,643.50	95,166.03
N Labor Hours = 3,653.25					

Allows transparency into the level of scheduled repairs, and shows the customer how they are saving money by increasing scheduled and decreasing non-scheduled repairs.



v5.58

FASTER Reports

Average Work Order Completion Time (FSR0327/FOR0327)

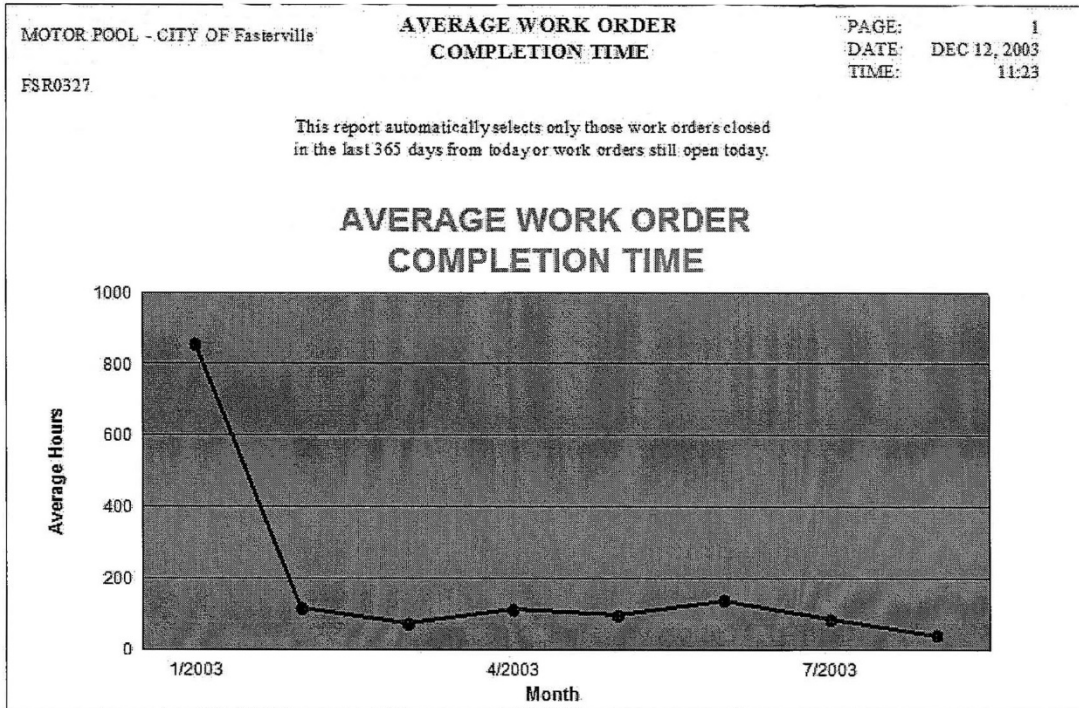
This report is a quick snapshot for you to see the average time it takes to complete work orders by month for the last 365 days from the day you run the report.

Parameter(s): Selection – Work Order Shop (WSH), Equipment Class (EQC), Department (DPN), Company (ECO)

When to run: You should run this report monthly.

This report can be used to:

- Monitor shop efficiency.
- Show your customers the improvement in your shop efficiency.



By showing a graphic view of shop efficiency, this report aids in identifying trends in shop performance.

Used as a tool to establish labor standards for certain repairs as well as perform comparative analysis on different repairs and vehicle classes.



v5.58

FASTER Reports

Below the graph, the report displays the average hours a work order is open for each month.

This is a summary report. To see work order hours for a month, double click the month

MONTH	# OF WORK ORDERS	AVERAGE HOURS
JAN	1	855.00
FEB	478	116.09
MAR	382	73.66
APR	509	112.78
MAY	373	97.04
JUN	480	138.96
JUL	491	84.72
AUG	17	39.95
REPORT TOTALS:	2,730	105.33

You can double-click the month name to view individual work order hours open.

0000066369	HOURS OPEN: 486
0000066403	HOURS OPEN: 413
0000066419	HOURS OPEN: 2
0000066437	HOURS OPEN: 320
0000066453	HOURS OPEN: 311
0000066457	HOURS OPEN: 191
0000066458	HOURS OPEN: 198
0000066459	HOURS OPEN: 174
0000066466	HOURS OPEN: 196
0000066478	HOURS OPEN: 120
0000066486	HOURS OPEN: 149
0000066491	HOURS OPEN: 147
0000066492	HOURS OPEN: 267



v5.58

FASTER Reports

Technician Productivity Percentage Report (FSR0330/FOR0330)

This summary report provides totals for direct, indirect and total labor hours and costs by technician. You enter the number of paid hours for a technician for the time period specified in the report. The report then gives you a productivity percentage for each technician comparing the number of paid hour to the number of productive hours.

Parameter(s):

- EQ/RTY Display – Choose N to see work order and dollar amounts only or Y to see all information
- Paid Hours (REQUIRED) – Enter the number of paid hours per technician for the time period. NOTE: All technicians might not work the same number of hours. If you run the report for all technicians, you must average the hours of all to get the paid hours figure. You will get an average productivity for each technician. If you need specific productivity for a technician, run the report for that technician only.
- Exclude Indirect Labor Hours? – Choose Y to exclude indirect labor hours from the productivity percentage. Choose N to include indirect hours.
- Selection –Work Order Shop (WSH), Technician ID (MID), Repair Type (RTY)
- @BEGDATE – beginning date for labor
- @ENDDATE – ending date for labor

When to run: This report should be run monthly to track technician productivity.

This report can be used to:

- Compare the time for which you pay your technicians to the time they produce work for you.
- Determine needs for improvement in work habits.
- Determine rewards for excellent productivity.

MOTOR POOL - CITY OF FortLauderdale FSR0330		TECHNICIAN'S PRODUCTIVITY PERCENTAGE REPORT									PAGE: 1 DATE: 12/16/2003 TIME: 7:46	
This is a summary report showing labor summary totals for each technician, for all shops. Double click the Technician ID to see details about the technician. The Productivity Percentage is the Direct Labor Hours, both Reg and Ovt, divided by the Payroll Hours. Indirect Labor Hours do not display and are not included in the Productivity Percentage calculation.												
DIRECT LABOR			INDIRECT LABOR			TOTAL LABOR			PAID HOURS	PRODUCTIVITY PERCENTAGE		
REG HRS	OVT HRS	LABOR \$\$	REG HRS	OVT HRS	LABOR \$\$	REG HRS	OVT HRS	TOTAL \$\$				
Mike Brawley	0.00	0.00	0.15	0.00	0.00	0.00	0.00	0.15	160.00	0.003%		
Bob Auger	0.22	0.00	8.04	0.00	0.00	0.00	0.22	8.04	160.00	0.140%		
Jodie Bentley	65.52	0.00	5,958.78	0.00	0.00	0.00	165.52	5,958.78	160.00	103.451%		
Ralph Filicko	138.96	0.00	5,002.39	0.00	0.00	0.00	138.96	5,002.39	160.00	86.847%		
Omar Mohammed	127.25	0.00	4,581.04	0.00	0.00	0.00	127.25	4,581.04	160.00	79.532%		

This is a summary report. Double-click the technician name to view detailed labor records for that technician.

DATE	WORKORDER #	DIRECT LABOR			INDIRECT LABOR			TOTAL LABOR			PAID HOURS	PRODUCTIVITY PERCENTAGE
		REG HRS	OVT HRS	LABOR \$\$	REG HRS	OVT HRS	LABOR \$\$	REG HRS	OVT HRS	TOTAL \$\$		
Jan 02, 2001	0000003149	1.06	0.00	38.01	0.00	0.00	0.00	1.06	0.00	38.01		
Jan 02, 2001	0000003149	0.51	0.00	18.48	0.00	0.00	0.00	0.51	0.00	18.48		
Jan 02, 2001	0000003149	0.00	0.00	0.12	0.00	0.00	0.00	0.00	0.00	0.12		
Jan 02, 2001	0000003152	0.28	0.00	9.99	0.00	0.00	0.00	0.28	0.00	9.99		

NOTE: If you limit the report to records from a single shop, and if any technician works in multiple shops, the productivity percentage is not accurate, because it only includes labor records from the shop you selected. We recommend that you run this report for all shops to get accurate percentages.

Allows the customer to see technician productivity.



v5.58

FASTER Reports

This is a summary report. To see detailed labor records for a technician, double-click the technician name.

DATE	WORKORDER #	DIRECT LABOR		INDIRECT LABOR		TOTAL LABOR		PAID HOURS	AVERAGE TECHNICIAN PAYROLL	COST TO LABOR DOLLARS PERCENTAGE
		LABOR HRS	LABOR \$\$	LABOR HRS	LABOR \$\$	LABOR HRS	TOTAL \$\$			
Jan 02, 2001	0000003158	0.64	23.02	0.00	0.00	0.64	23.02			
Jan 02, 2001	0000003160	3.61	129.83	0.00	0.00	3.61	129.83			
Jan 02, 2001	0000003160	3.23	116.40	0.00	0.00	3.23	116.40			
Jan 02, 2001	LABOR	0.00	0.00	0.00	0.00	0.00	0.00			
Jan 03, 2001	0000002688	0.50	18.15	0.00	0.00	0.50	18.15			
Jan 03, 2001	0000002797	0.63	22.51	0.00	0.00	0.63	22.51			
Jan 03, 2001	0000003183	0.46	16.60	0.00	0.00	0.46	16.60			
Jan 03, 2001	LABOR	0.00	0.00	0.00	0.00	0.00	0.00			

NOTE: If you limit the report to records from a single shop, and if any technician works in multiple shops, the cost to labor dollars percentage is not accurate, because it only includes labor records from the shop you selected. We recommend that you run this report for all shops to get accurate percentages.

Fleet Availability Summary (FSR0332/FOR0332)

This summary report shows the percentage of time vehicles were available to the users during the time period specified by the grouping of your choice. It includes the total hours available for all vehicles in the group, the hours vehicles were down, a downtime percentage and an availability percentage. Total hours available is calculated from the Equipment Availability Code (EAC) set for each vehicle in the group. It includes available hours for all available vehicles in the group, not just the vehicles shown in the report. The report only displays vehicles that had downtime during the specified dates.

NOTE: Hours include holidays if position 24 in the EAC code is set to Y and if the holidays are defined in the HOL table code.

Parameter(s):

- Date Range – Enter beginning and ending dates for the period for which you want to see availability. Selection is based on the actual downtime begin date; not the work order open date.
- Sort – Company (ECO), Department (DPN), Class (EQC), Work Order Shop (WSH), Equipment Availability Code (EAC), Monitor Group (EMG)
- Selection – Company (ECO), Department (DPN), Class (EQC), Equipment Availability Code (EAC), Monitor Group (EMG), Work Order Shop (WSH), Equipment Number (EQ)

When to run: This report should be run as needed.

This report can be used to:

- Report to your customers on the amount of uptime they have on their vehicles. It is a great monitor of the good job you do in your fleet.
- Determine problems with a certain class of vehicle because it experiences an abnormal amount of downtime.
- Monitor changes in shop procedures to see if they result in more uptime.



v5.58

FASTER Reports

MOTOR POOL - CITY OF Fasterville		FLEET AVAILABILITY SUMMARY FOR THE PERIOD 01/01/2001 TO 12/31/2001		PAGE:	1
FSR0332.rpt				DATE:	12/16/2003
				TIME:	8:29
<p>Dates shown are starting and ending dates for downtime measured in this period, not work order open and close dates. NOTE: Available hours calculate based on all active equipment in the group, not just the vehicles shown in the report. Hours do not include holidays if position 24 in the EAC code is set to N and if the holidays are defined in the HOL table code.</p> <p>This is a summary report, to see downtime for specific vehicles, double click the group code.</p>					
DEPARTMENT: ENG					
TOTALS:					
NUMBER OF VEHICLES: 12					
HOURS AVAILABLE: 42,238					
HOURS DOWNTIME: 4,222.62					
DOWNTIME PERCENTAGE: 10.00%					
FLEET AVAILABILITY: 90.00%					
DEPARTMENT: MOTORPOOL					
TOTALS:					
NUMBER OF VEHICLES: 2					
HOURS AVAILABLE: 5,738					
HOURS DOWNTIME: 167.98					
DOWNTIME PERCENTAGE: 2.93%					
FLEET AVAILABILITY: 97.07%					

To view downtime for specific vehicles, double-click the group code.

DEPARTMENT: POLICE		
EQUIPMENT #	EAC	HRS DOWNTIME
0810	04	8.50
0811	04	8.33
0848	02	0.00
0858	04	1,119.72
0904	03	0.00
0906	01	0.00
TOTALS:		
NUMBER OF VEHICLES: 10		
HOURS AVAILABLE: 31,814		
HOURS DOWNTIME: 1,136.55		
DOWNTIME PERCENTAGE: 3.57%		
FLEET AVAILABILITY: 96.43%		

Allows the customer to monitor the amount of vehicle uptime, allowing for in depth analysis of certain classes should negative trends be identified.



v5.58

FASTER Reports

Customer Returns (FSR0335/FOR0335)

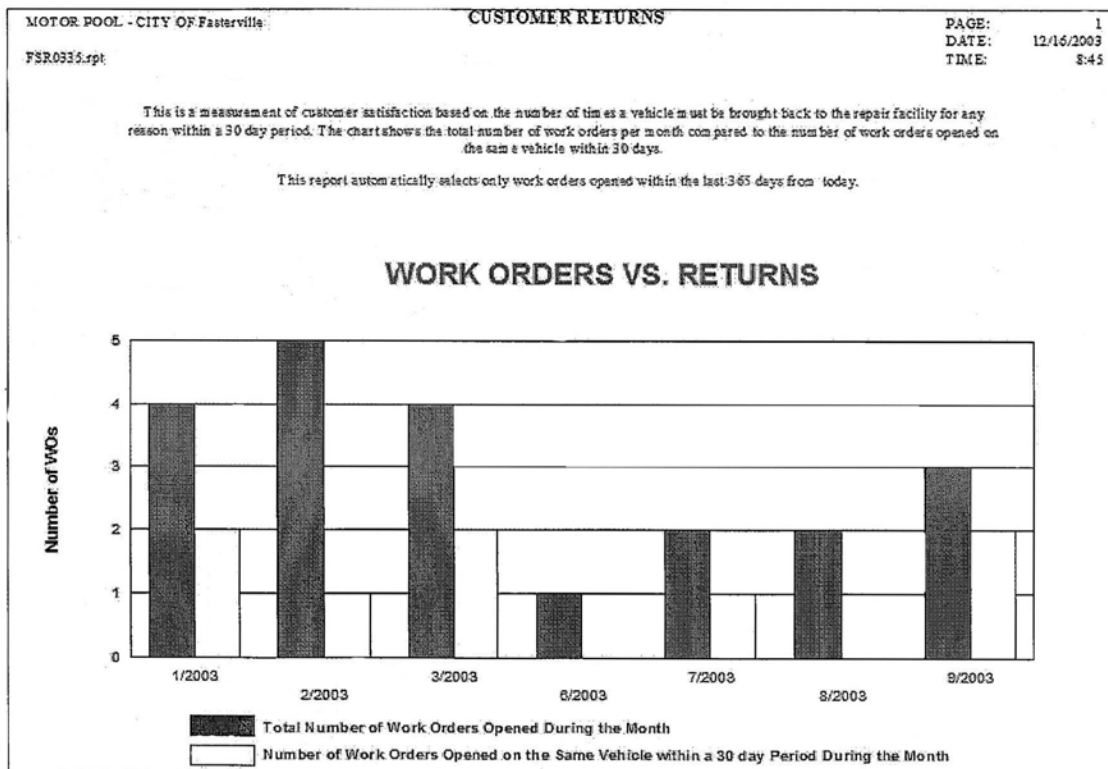
This summary report is a measurement of customer satisfaction based on the number of times a vehicle must be brought back to the repair facility for any reason within a 30 day period. It displays a chart showing the total number of work orders per month compared to the number of work orders opened on the same vehicle within 30 days. The report automatically shows returns and total work orders by month for the 365 days prior to the day the report is run.

Parameter(s): Selection – Work Order Shop (WSH), Company (ECO), Department (DPN), Class (EQC)

When to run: This report should be run monthly or quarterly.

This report can be used to:

- Measure customer satisfaction based on the idea that customers will not want to bring the vehicle into the shop more than once in a month.
- Show improvement in shop performance based on decline in returns.
- As a snapshot measurement of shop performance.



This report aids in gauging customer satisfaction by providing both a snapshot of performance as well as recording trends.



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FASTER Reports

Go to page two of the report to see returns by vehicle.

MOTOR POOL - CITY OF Eastarville		CUST OMER RETURNS		PAGE:	2
ESR0335.rpt				DATE:	12/16/2003
				TIME:	8:45
This is a summary report. To see monthly information on a vehicle, double click the equipment number.					
EQUIPMENT #: 0065	TOTAL WORK ORDERS: 1	NUMBER OF WORK ORDERS WITHIN 30 DAYS: 0			
EQUIPMENT #: 0133	TOTAL WORK ORDERS: 1	NUMBER OF WORK ORDERS WITHIN 30 DAYS: 0			
EQUIPMENT #: 0202	TOTAL WORK ORDERS: 2	NUMBER OF WORK ORDERS WITHIN 30 DAYS: 1			
EQUIPMENT #: 0236	TOTAL WORK ORDERS: 1	NUMBER OF WORK ORDERS WITHIN 30 DAYS: 0			
EQUIPMENT #: 0296	TOTAL WORK ORDERS: 2	NUMBER OF WORK ORDERS WITHIN 30 DAYS: 0			
EQUIPMENT #: 0502	TOTAL WORK ORDERS: 1	NUMBER OF WORK ORDERS WITHIN 30 DAYS: 0			

This drill-down tab shows the month/year in which work orders were opened on the vehicle. If there were work orders in this month/year opened within 30 days of a previous work order, you see the "NUMBER OF WORK ORDERS WITHIN 30 DAYS: #" summary as well. If there were work orders opened in the month/year, but none within 30 days of a previous work order, you see the month/year, but no summary. If there were no work orders opened on this vehicle within a month/year, that month/year does not appear.

If the month/year is blank, there may be work orders for that month, but there are none opened within 30 days of the previous work order.	
If the month/year does not display, there are no work orders for this asset for this month/year.	
To see work order details with initial repairs, double click the month/year.	
MONTH:1/2003	NUMBER OF WORK ORDERS WITHIN 30 DAYS: 2
MONTH:3/2003	
EQUIPMENT #: 4969	TOTAL WORK ORDERS: 4
	NUMBER OF WORK ORDERS WITHIN 30 DAYS: 2

You can double-click the equipment number to view specific work order information on a vehicle.

In order to provide you with more information on exactly what was done when the asset was in the shop, these details show all work orders, not just ones opened within 30 days.					
WORK ORDER #	EQUIP #	DATE IN	REPAIR TYPE	REPAIR TYPE DESCRIPTION	
000000002	4969	1/12/2003	2001B20100BN	001 B20 100	
000000001	4969	1/12/2003	1002B40100BS	002 B40 100	
			1002B40100BS	002 B40 100	
			1002B40100BS	002 B40 100	
			1002B40100BS	002 B40 100	
			1002B40100BS	002 B40 100	
000000005	4969	1/13/2003	2002000001BN	002 000 001	
			2003M000RMRBN	003 M000 RMR	
MONTH:1/2003				NUMBER OF WORK ORDERS WITHIN 30 DAYS: 2	



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FASTER Reports

Work Order Print for Billing Verification (FSR1082/FOR1082)

This report shows all information associated with the work orders except notes. Costs displayed on these work orders match the billing report. Charges are based on the billing code associated with the work order, the Billing character of the RTY for each transaction, and system settings for markup.

Parameter(s):

- Total Cost – Enter a dollar amount. Work orders with a total cost higher than this amount display.
- Selection – Work Order Shop (WSH), Work Order Status (WST), Equipment Company (ECO), Equipment Number (EQ), Equipment Department (DPN), Equipment Class (EQC)
- @BEGWO and @ENDWO – Specify a beginning and ending work order number. (You can get beginning work order numbers for each month by running the report FSR/FOR0339.)

When to run: Run this report after the work is completed or before billing.

This report can be used to:

- Print a customer invoice for a work order.
- Verify accuracy of charges for a work order.

MOTOR POOL - CITY OF Forterville FSR 1082.mt		WORK ORDER PRINT FOR BILLING VERIFICATION				PAGE	1,172			
						DATE	12/16/2003			
						TIME:	1:01			
Work Order # 0000001430 Equipment # 0031										
Date In: Jul 13, 2000 Date Out: Sep 05, 2000 Work Order Status: C Work Order Shop: MP										
Color: YEW	Company: 005	Tire Size 1:	Fuel Type 1: D							
Year: 1991	Dept: FIRE	Tire Size 2:	Fuel Type 2:							
Make: DARLEY	Class: A1AAAAAAA	Engine Size	Fuel Type 3:							
Model: PUMPER 1500 GAL	Site: DDW	Trans:	Down Time:							
License #: X	Serial #: 457BT9L05LC002800	Title:	Billing Code: 2							
Operator:	Monitor Group	Current Meters:	M	17.956						
MECHANIC REPAIRS PERFORMED										
MECH ID#	LABOR DATE	OVER HRS	TIME	SHF	RTY	RTY DESCRIPTION	LABOR COST			
515	Jul 14, 2000	1.70	N	1	2013000020BN	Brake Group System Inspect	61.33			
515	Jul 14, 2000	0.73	N	1	21DL090Z91BN	Indirect Labor Travel Time Delivering Unit	25.94			
515	Aug 22, 2000	1.46	N	1	21DL090Z91BN	Indirect Labor Travel Time Delivering Unit	52.62			
515	Aug 22, 2000	0.42	N	1	9044000001BN	Fuel System System Diagnosis	15.23			
515	Aug 22, 2000	8.85	N	1	9044PS1165BN	Fuel System Pump Fuel Injec Repair	318.42			
515	Aug 23, 2000	0.00	N	1	9044PS1165BN	Fuel System Pump Fuel Injec Repair	0.05			
515	Aug 23, 2000	0.00	N	1	21DL090Z91BN	Indirect Labor Travel Time Delivering Unit	0.10			
515	Aug 23, 2000	0.05	N	1	2013000020BN	Brake Group System Inspect	1.73			
515	Jul 14, 2000	1.24	N	1	21DL090Z91BN	Indirect Labor Travel Time Delivering Unit	44.50			
SUBLET REPAIRS										
VENDOR	PARTS	LABOR	OTHER	TAX	RTY	RTY DESCRIPTION	DATE BACK	OPID	SUBLET COST	
JOHN R SPRING	0.00	300.00	0.00	0.00	3016SQ0100BS	Suspension Spring Front Co Replace	Sep 05, 2000	KD	300.00	
MISCELLANEOUS COSTS										
CODE	DESCRIPTION	RTY					MISC COST			
SCHG	MISC. SHOP SUPPLIES \$2.00 PER \$100.00	9103MH0001BN					10.00			
WORK ORDER TOTALS:										
Total Parts:	0.00	Total Labor:	519.92	Total Sublet:	300.00	Misc Cost:	10.00			
Parts Tax:	0.00	Labor Tax:	0.00	Sublet Tax:	0.00	Credit:	0.00			
TOTAL WORK ORDER COST: \$29.92										

Allows for printing a customer invoice to verify charges on the work order.





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FASTER Reports

Preventative Maintenance Table Listing (FSR0102/FOR0102)

This report provides a comprehensive list of all preventative maintenance defined for each piece of equipment. It displays the PM type, cycle, cycle length and the next due for each PM.

Parameter(s):

- Sort – Shop (SHP), Department (DPN), Class (EQC), Company (ECO)
- Selection – PM Type (PMT), Company (ECO), Class (EQC), Department (DPN), Equipment Number (EQ), Shop (SHP), Equipment Site (STE), Year (YR), Make (MAK), Model (MOD), Billing Code (EBC), Monitor Group (EMG), Equipment Status (STA).

When to run: Run this report as needed to verify the Preventative Maintenance Program for your fleet.

The report can be used to:

- Check the PMs set for a selected group of units or the entire fleet.
- Find units that do not have a PM schedule setup.
- Find units that do not have a correct PM schedule.
- Locate PMs that are set up for the equipment record, but do not have an associated repair type.

CITY OF FASTERVILLE		PREVENTIVE MAINTENANCE								PAGE: 1		
FSR0102		TABLE LISTING								DATE: 3/26/2002		
		SORTED BY: SHOP								TIME: 12:29		
T	C	CL	NEXT	T	C	CL	NEXT	T	C	CL	NEXT	
SHOP CH												
CITY HALL												
0062	A	M	4,000	59,135	A	O	4	Mar 20, 2001	B	M	18,000	66,601
0063	A	M	4,000	67,211	A	O	4	Jun 26, 2001	B	M	18,000	73,914
0064	A	M	4,000	71,566	A	O	4	Apr 5, 2001	B	M	18,000	76,377
0065	A	M	4,000	94,257	A	O	4	Mar 13, 2001	B	M	18,000	100,287
0066	A	M	4,000	59,725	A	O	4	Jun 23, 2001	B	M	18,000	60,000
0068	A	M	4,000	56,923	A	O	4	Mar 22, 2001	B	M	18,000	70,923
0070	A	M	4,000	34,051	A	O	4	Jun 13, 2001	B	M	18,000	43,082
0071	A	M	4,000	20,882	A	O	4	Mar 15, 2001	B	M	18,000	34,882
0072	A	M	4,000	23,644	A	O	4	May 25, 2001	B	M	18,000	37,644
0073	A	M	4,000	14,551	A	O	3	Apr 22, 2001	B	M	18,000	18,000
0074	A	M	4,000	9,774	A	O	3	Apr 29, 2001	B	M	18,000	18,000
0075	A	M	4,000	5,890	A	O	3	Feb 16, 2001	B	M	18,000	18,000
0076	A	M	4,000	8,053	A	O	3	Feb 13, 2001	B	M	18,000	18,000
0103	A	M	4,000	90,188	A	O	3	Jun 20, 2001	B	M	18,000	104,188
0139	A	M	4,000	42,189	A	O	6	Mar 28, 2001	B	M	18,000	56,189

This tool allows for verifying the PM set for each class of vehicle. This tool also aids in identifying those units with an incorrect PM Schedule or no PM schedule.



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FASTER Reports

Preventative Maintenance Due (FSR0103/FOR0103)

This report is a comprehensive list of all PMs due within a specified date range and within variable percent of meter or fuel.

Parameter(s):

- Higher – Allows you to choose whether to show only the highest PM in the hierarchy (Y/N)
- Sort – Department (DPN), Class (EQC), Monitor Group (EMG), Shop (SHP), Company (ECO), Site (STE)
- Page Break – Lets you choose whether you want a page break after the sort (Y/N)
- Past Due – You can choose whether to show past due PMs or not (Y/N)
- Beg Date and End Date – PMs with next due dates in between these two dates show in the report.
- % - PMs with meter or fuel readings within this percent of the next due reading show in the report.
- Selection – PM Type (PMT), Company (ECO), Class (EQC), Department (DPN), Equipment Number (EQ), Shop (SHP), Site (STE), Year (YR), Make (MAK), Model (MOD), Monitor Group (EMG), Billing Code (EBC), or Status (STA)

When to run: Run this report monthly for contacting customers, weekly for shop scheduling.

The report can be used to:

- Provide a PM service list to departments or agencies.
- Review upcoming services for shop floor scheduling.
- Review for units that have missed or overdue PMs.
- Get a print out of the vehicles that have been scheduled to have PMs done for use with the PM Posting applet. Run the report with the same date range and percentage you used for posting PMs, then compare with PM Posting list.

EQUIP#	YEAR	MAKE	MODEL	CLASS	SERIAL#	LICENSE	TYPE	CYC	LENGTH	PREVIOUS	CURRENT	NEXT	
<p>CITY OF FASTERVILLE PREVENTATIVE MAINTENANCE DUE FSR 0103 4/1/2002 - 4/30/2002</p> <p>PAGE: 1 DATE: 3/26/2002 TIME: 12:51</p> <p>This report includes all data-based PMs due within the time period Apr 1, 2002 to Apr 30, 2002. PMs with due dates earlier than the specified period do not display. It also includes all PMs within 30.00% of miles due for mileage-based PMs and 30.00% of hours due for hourly-based PMs. It only includes the Highest PM in the PM Hierarchy.</p>													
DEPARTMENT BUILDING													
0139	1992	CHEV	LUMINA	A32GADB4ZZ	2B1WL547N9257	244X24	A	M	4,000	38,189	41,932	42,189	
0219	1998	GMC	VAN CARGO	C30GAKG4ZZ	1GT G02SRSW109	X	B	M	18,000	15,610	21,766	27,151	
0286	1994	GMC	1 1/2 TON	B20GAE4ZZ	1GTDC14Z8RZ558	46X180	B	M	18,000	53,975	60,498	64,656	
0296	1996	DOD	GE RAM	B20GAE4ZZ	1B7HC16X6TS709	386X15	B	M	18,000	30,678	36,096	40,777	
0297	1996	DOD	GE RAM	B20GAE4ZZ	1B7HC16X6TS709	386X16	B	M	18,000	37,172	45,608	46,472	
BUILDING DEPT.									TOTALS: Total Vehicles:	5		Total PMs:	5
DEPARTMENT ENG													
0214	1998	DOD	GE DAKOTA	B21GAE4ZZ	1B7GL22X8WS708	443X16	B	M	18,000	16,318	22,745	27,652	
0216	1998	DOD	GE DAKOTA	B21GAE4ZZ	1B7GL22XKWS70	433X18	B	M	18,000	25,959	45,352	49,959	
ENGINEERING DEPT.									TOTALS: Total Vehicles:	2		Total PMs:	2
DEPARTMENT FIRE													
0041	1992	FORD	VAN 12PSG	C37GAKG4ZZ	1FBHE31HENHB25	244X23	B	M	18,000	36,701	38,720	40,235	
0068	1994	CHEV	CAPRICE	A42GEK04ZZ	1G1BL52P9R164	244X19	A	M	4,000	52,923	56,771	56,923	
0071	1999	FORD	EK FLORES 4WD	A1AAA.A.A.A.A.A1FMZU34	E2KUE9	386X20	A	M	4,000	16,882	20,079	20,882	
FIRE DEPT.									TOTALS: Total Vehicles:	3		Total PMs:	3
DEPARTMENT MEDIGO													
MEDIGO 189	1997	FORD	VAN 12PSG	A1AAA.A.A.A.A.A1FBHE31L7VHB99	16Y759	B	M	24,000	59,055	79,101	83,055		
MEDIGO 98003	1998	FORD	VAN 12PSG	C46GAKG42Z	1FBSS31LSWHA41	056X30	B	M	24,000	47,826	65,652	71,826	

Tracking this report provides visibility of upcoming PM actions for advance notification to the customer, as well as for shop floor scheduling. Can also be used to identify units with missed or overdue PMs.



v5.58

FASTER Reports

Equipment Cost Information (FSR0105/FOR0105)

This is a summary report showing count of vehicles and total cost summaries by sort option. You can double-click the count of equipment to view the details for each asset number, including acquisition cost and depreciated value.

Parameter(s):

Sort – Company (ECO), Department (DPN), Class (EQC), Shop (SHP), Site (STE), Monitor Group (EMG)
 Selection – Company (ECO), Class (EQC), Department (DPN), Equipment Number (EQ), Shop (SHP), Equipment Site (STE), Year (YR), Make (MAK), Model (MOD), Billing Code (EBC), Monitor Group (EMG), Equipment Status (STA).

When to run: You can run this report monthly to update your equipment listing.

The report can be used to:

- Provide unit lists to departments.
- Provide unit lists for insurance contracts.
- Provide unit lists for budget information.
- Check billing codes assignment.
- Verify depreciated values on equipment.

Initial Summary view:

CITY OF FASTERville		EQUIPMENT COST INFORMATION		PAGE:	1
FSR 0105		SORTED BY DEPARTMENT		DATE:	12/05/2003
				TIME:	11:03
This is a summary report. To see equipment details, double-click the equipment total for the group					
TOTALS FOR DEPARTMENT :	9	TOTAL ACQUIRED COST:	\$0.00	TOTAL DEPRECIATED VALUE:	\$0.00
TOTALS FOR DEPARTMENT ASSESSING:	4	TOTAL ACQUIRED COST:	\$50,760.89	TOTAL DEPRECIATED VALUE:	\$0.00
TOTALS FOR DEPARTMENT B-MAINT:	7	TOTAL ACQUIRED COST:	\$91,672.32	TOTAL DEPRECIATED VALUE:	\$0.00

Drill-down view of equipment details:

BUILDING MAINTENANCE DEPT.										
EQUIP #	YEAR/MAKE/MODEL	SERIAL NUMBER	LICENSE	DEPARTMENT	BILL	ACQ		COST	DEPR	VALUE
					CODE	DATE				
0205	1997 FORD VAN CARGO	1FTHS24LXVHB40823	X	B-MAINT	1	Apr 16, 1997		16,384.65		0.00
0245	1999 GMC VAN CARGO	1GTG25R1X1151284	X	B-MAINT	1	Jun 17, 1999		16,354.00		0.00
0247	2000 CHEV VAN CARGO	1GCHG35R1Y1243460	562X91	B-MAINT	1	May 19, 2000		16,901.52		0.00
0250	2001 CHEV VAN CARGO	1GCHG35R011233704	X	B-MAINT	1	Jul 20, 2001		16,901.52		0.00
0253	1999 GMC VAN CARGO	1GTG25R1X1149440	562X80	B-MAINT	1	Jun 17, 1999		16,354.00		0.00
0276	1993 GMC 1/2 TON	1GTD C1428PE546680	46X155	B-MAINT	1	May 12, 1993		8,776.63		0.00
BUILD MAINT	2000 MISC. BUILD MAINT	BUILDING MAINT.	X	B-MAINT	2			0.00		0.00
TOTALS FOR DEPARTMENT B-MAINT:	7	TOTAL ACQUIRED COST:	\$91,672.32	TOTAL DEPRECIATED VALUE:	\$0.00					

(If you do not want to use the summary report, you can replace it with the older version of this report which displayed all the details. For instructions on replacing this report with the older version, refer to this manual, page 26.)

This report provides cost and depreciated value information on the unit listings for the departments, for insurance contracts, and budgeting.



v5.58

FASTER Reports

Equipment Financial History Report (FSR1284/FOR1284)

This is a summary report that provides a comprehensive billing history for equipment for the calendar year specified in report FSR1283 or in the parameter for CYear. The report summarizes charges for labor, parts, fuel, sublets, and miscellaneous charges and credits. It then summarizes a total for operational charges. It also has columns for summarizing Motor Pool and mileage charges, insurance, usage and period charges, and replacement. It then summarizes all charges in a total equipment charges column. Finally it provides a cost per mile for operating costs and total costs. It summarizes these charges by month, then for the year to date and life to date by vehicle. It also provides the same summaries by major grouping.

Parameter(s):

- CYear – Enter the same year you specified in the FSR1283 report (SQL reports only). For ORACLE, enter the calendar year for which you want to view financial history.
- Sort – Department, Equipment, Class, Monitor Group, Model Year
- Selection – Company (ECO), Class (EQC), Department (DPN), Equipment Number (EQ), Equipment Shop (SHP), Equipment Site (STE), Year (YR), Make (MAK), Model (MOD), Billing Code (EBC), Monitor Group (EMG), Equipment Status (STA).

When to run: Run this report monthly to view information for the current year or as needed to view past years' history.

This report can be used to:

- Do a comparative analysis on billing charges for the current year.
- Compare current year charges to previous year charges.
- Provide a year-end analysis of billing for the year.
- Provide customers a comprehensive analysis of their billing charges.

EQUIPMENT		EQUIPMENT FINANCIAL HISTORY										Page:	74	
NUMBER		STA DEPT	LICENSE	DESCRIPTION	CLASS	EMG	IN SRVC DATE	PURCHASE PRICE	ANTC LIFE	RENTAL RATE	LTD METER	Date:	12/16/2003	
0135		A. MOTORPOOL	46X193	1991 FORD TEMPO	A32GADB4Z			8,076.00	0	0.00	58,619	Time:	12:00	
		METER USE	LABOR	PARTS	FUEL	SUBLETS	MISC & CREDITS	TOTAL OP CHRG	MP & MILEAGE	INS. USE & PERIOD	REPLACE MENT	TOTAL EQ CHRG	UNIT COST OPER	TOTAL
JAN	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
FEB	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
MAR	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
APR	398	0	0	19	0	0	19	0	0	0	0	0	0.05	0.05
MAY	441	0	0	26	0	0	26	0	0	0	0	0	0.06	0.06
JUN	414	153	106	24	0	2	285	0	0	0	0	0	0.69	0.69
JUL	393	29	6	43	0	2	81	0	0	0	0	0	0.20	0.20
AUG	288	31	8	27	0	2	89	0	0	0	0	0	0.31	0.31
SEP	202	0	0	7	0	0	7	0	0	0	0	0	0.03	0.03
OCT	943	0	0	28	0	0	28	0	0	0	0	0	0.03	0.03
NOV	399	260	188	29	0	4	481	0	0	0	0	0	1.21	1.21
DEC	210	0	0	6	0	0	6	0	0	0	0	0	0.03	0.03
YTD	3,688	494	309	209	0	10	1,022	0	0	0	0	0	0.28	0.28
LTD	58,619	494	309	209	0	10	1,022	0	0	0	0	0	0.02	0.02

This report provides comprehensive and comparative analysis of year-end total and year-over-year charges.



Appendix C: SOC1 (SSAE 16)



G4S Government Solutions, Inc.
7121 Fairway Drive, Suite 301
Palm Beach Gardens, FL 33418

Telephone: 561.472.0600
Fax: 561.537.4159
www.g4sgs.com

December 4, 2014

Attn: AnnDebra Diaz

City of Fort Lauderdale
Procurement Services Division
100 North Andrews Avenue
Fifth Floor Conference Room
Fort Lauderdale, FL 33301

Subject: SOC1 Report Requirement

Dear Ms. Diaz:

In responding to your Fleet Request for Proposal it was noted the requirement for a copy of our SOC1 (SSAE 16) report. G4S Government Solutions, Inc. and its subsidiaries are privately owned and are not required by the SEC to have the Annual Financial Audit or the SOC1 Report. However, we do voluntarily have an Annual Financial Audit performed, but not the SOC1 report. Attached is a copy of the 2013 Annual Audit report which documented the unqualified opinion of our 2013 financial statements. This annual audit includes significant tests of (internal) system controls. If it is determined to be necessary we will add to our Annual Audit process the SOC1 Report so it will be available to you as the 2015 Annual Audit is completed in the February/March timeframe.

Sincerely,

Laura V Thomas
Executive Vice President, CFO
G4S Government Solutions, Inc.



Independent Auditor's Report

To the Board of Directors
G4S Government Solutions Inc.
Palm Beach Gardens, Florida

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of G4S Government Solutions Inc. and its subsidiaries which comprise the consolidated balance sheets as of December 29, 2013 and December 30, 2012, and the related consolidated statements of comprehensive loss, stockholder's equity and cash flows for the years then ended and the related notes to the consolidated financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Adoption of Accounting Alternative for Goodwill

As discussed in Note 1 to the consolidated financial statements, the Company has elected an accounting alternative as provided for in Accounting Standards Update No. 2014-02, *Intangibles – Goodwill and Other (Topic 350): Accounting for Goodwill*, issued by the Financial Accounting Standards Board (FASB). Pursuant to this election, the Company has changed its method of accounting for goodwill and has amortized approximately \$7.1 million of goodwill for the year ended December 29, 2013. Our opinion is not modified with respect to this matter.



Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of G4S Government Solutions Inc. and its subsidiaries as of December 29, 2013 and December 30, 2012, and the results of their operations and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

McGladrey LLP

Fort Lauderdale, Florida
February 20, 2014



G4S Government Solutions, Inc. and Subsidiaries
 (Wholly Owned Subsidiaries of G4S Holding One, Inc.)

CONSOLIDATED BALANCE SHEETS
DECEMBER 29, 2013 AND DECEMBER 30, 2012

(in thousands)	2013	2012
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 3,040	\$ 30,780
Accounts receivable, net	127,587	151,343
Deferred income taxes, net	6,542	6,884
Prepaid expenses and other current assets	8,805	12,130
Due from related parties, net	10,696	-
Total current assets	<u>156,670</u>	<u>201,137</u>
NON-CURRENT ASSETS:		
Goodwill	29,129	54,594
Other acquisition-related intangible assets, net	2,214	5,017
Property and equipment, net	6,313	10,343
Investment in joint ventures	17,136	5,825
Deferred income taxes, net	8,370	13,946
Unbilled accounts receivable	16,023	18,439
Other financial assets	20,272	17,413
Total non-current assets	<u>99,457</u>	<u>125,577</u>
TOTAL	<u>\$ 256,127</u>	<u>\$ 326,714</u>
LIABILITIES AND STOCKHOLDER'S EQUITY		
CURRENT LIABILITIES:		
Accounts payable	\$ 3,550	\$ 4,757
Accrued payroll and related taxes	21,780	28,674
Accrued employee benefits	25,902	24,890
Accrued expenses	20,147	15,661
Notes payable to bank	19,796	-
Due to related parties, net	-	9,548
Provision for estimated loss contracts	-	306
Other current liabilities	437	296
Total current liabilities	<u>91,612</u>	<u>84,132</u>
NON-CURRENT LIABILITIES:		
Due to related parties	70,290	150,832
Total non-current liabilities	<u>70,290</u>	<u>150,832</u>
COMMITMENTS AND CONTINGENCIES (See footnote 13)		
STOCKHOLDER'S EQUITY:		
Non-controlling interest	252	253
Common stock - \$1 par value, 5,000 shares authorized:	1	1
Additional paid-in capital	88,666	63,956
Accumulated other comprehensive income	857	701
Retained earnings	4,449	26,839
Total stockholder's equity	<u>94,225</u>	<u>91,750</u>
TOTAL	<u>\$ 256,127</u>	<u>\$ 326,714</u>

The accompanying notes are an integral part of these consolidated financial statements.



G4S Government Solutions, Inc. and Subsidiaries
 (Wholly Owned Subsidiaries of G4S Holding One, Inc.)

Consolidated Statements of Comprehensive Loss
 For the years ended December 29, 2013 and December 30, 2012

(In thousands)	2013	2012
Sales	\$ 525,938	\$ 723,288
Cost of sales	<u>502,358</u>	<u>700,405</u>
Gross profit	23,580	22,883
Unallowable administrative expense	2,409	956
Loss (gain) on sale of property and equipment, net	2,125	(61)
Royalty fee to parent	4,567	5,755
Goodwill impairment	6,953	2,748
Equity in income of joint ventures	<u>(5,190)</u>	<u>(2,866)</u>
Operating income	12,716	16,352
Amortization of acquisition-related intangible assets	<u>(6,405)</u>	<u>(4,568)</u>
Income from continuing operations before interest and income taxes	6,311	11,784
Interest expense, net of interest income	<u>(4,318)</u>	<u>(5,167)</u>
Income (loss) from continue operations before income taxes and non-controlling interest	1,993	6,617
Income tax (expense) benefit	(1,388)	1,207
Non-controlling interest	<u>1</u>	<u>409</u>
Net income from continuing operations	606	8,233
Discontinued Operations (Note 2)		
Loss on from operations of discontinued component (including a loss on disposal of \$1,633)	<u>(22,996)</u>	<u>(22,005)</u>
Net loss	(22,390)	(13,772)
Other comprehensive income , net of tax:		
Unrealized gain on foreign currency translation adjustment	<u>156</u>	<u>170</u>
Comprehensive loss	<u>\$ (22,234)</u>	<u>\$ (13,602)</u>

The accompanying notes are an integral part of these consolidated financial statements.



G4S Government Solutions, Inc. and Subsidiaries
 (Wholly Owned Subsidiaries of G4S Holding One, Inc.)

CONSOLIDATED STATEMENTS OF STOCKHOLDER'S EQUITY
FOR THE YEARS ENDED DECEMBER 29, 2013 AND DECEMBER 30, 2012

(in thousands) except for common shares	Non-controlling Interest		Common Shares	Amount	Additional Paid-In-Capital	Retained Earnings	Accumulated Other Comprehensive Income	
	Interest	Amount					Comprehensive Income	Total
Balance, January 1, 2012	\$ 873	\$ -	1,200	\$ 1	\$ 63,956	\$ 44,117	\$ 531	\$ 109,478
Net loss	(409)	-	-	-	-	(13,772)	-	(14,181)
Other comprehensive income, foreign currency translation adjustment	-	-	-	-	-	-	170	170
Dividends	(211)	-	-	-	-	(3,506)	-	(3,717)
Balance, December 30, 2012	253	-	1,200	1	63,956	26,839	701	91,750
Capital contribution from Parent	-	-	-	-	24,710	-	-	24,710
Net loss	(1)	-	-	-	-	(22,390)	-	(22,391)
Other comprehensive income, foreign currency translation adjustment	-	-	-	-	-	-	156	156
Balance, December 29, 2013	\$ 252	\$ -	1,200	\$ 1	\$ 88,666	\$ 4,449	\$ 857	\$ 94,225

The accompanying notes are an integral part of these consolidated financial statements.



G4S Government Solutions, Inc. and Subsidiaries
 (Wholly Owned Subsidiaries of G4S Holding One, Inc.)

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 29, 2013 AND DECEMBER 30, 2012

(in thousands)	2013	2012
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net loss	\$ (22,390)	\$ (13,772)
Adjustments to reconcile net loss to cash provided by operating activities		
Depreciation	3,170	5,332
Amortization	7,150	4,568
Goodwill impairment	21,118	8,325
Decrease in provision for bad debts	(1,241)	(49)
Provision for estimated loss contracts	(306)	306
Equity in income of joint ventures	(4,911)	(2,866)
Deferred tax benefit	(661)	(8,959)
Loss on sale of property and equipment, net	725	2,754
Provision related to abandoned lease	1,938	-
Non-controlling interest	(1)	(409)
Other current liabilities	141	149
Changes in operating assets and liabilities:		
Accounts receivable	19,213	51,721
Unbilled accounts receivable	2,416	-
Prepaid expenses and other current assets	3,170	(2,186)
Accounts payable, accrued expenses, and accrued employee benefits	2,957	(11,469)
Accrued payroll and related taxes	(6,720)	(13,025)
Due to related parties, net	(7,744)	(204)
Net cash provided by operating activities	<u>18,024</u>	<u>20,216</u>
CASH FLOW FROM INVESTING ACTIVITIES:		
Investments in joint venture	(11,625)	(853)
Distributions from joint venture	4,575	6,742
Loss on sale of component	1,633	-
Capital expenditures	(1,472)	(586)
Other financial assets	(2,859)	(1,127)
Proceeds from the sale of property and equipment	-	1,069
Net cash (used in) provided by investing activities	<u>(9,748)</u>	<u>5,245</u>
CASH FLOWS FROM FINANCING ACTIVITIES:		
Net borrowings (repayments) of notes payable to bank	19,796	(5,520)
Repayments to related party	(80,542)	(20,001)
Capital contribution from related parties	24,710	28,999
Dividends paid	-	(3,506)
Distributions to non-controlling owners	-	(211)
Net cash used in financing activities	<u>(36,036)</u>	<u>(239)</u>
EFFECT OF FOREIGN CURRENCY EXCHANGE RATE CHANGES ON CASH	<u>20</u>	<u>(32)</u>
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	<u>(27,740)</u>	<u>25,190</u>
CASH AND CASH EQUIVALENTS, Beginning of year	30,780	5,590
CASH AND CASH EQUIVALENTS, End of year	<u>\$ 3,040</u>	<u>\$ 30,780</u>
SUPPLEMENTAL DISCLOSURES:		
Cash paid during the year for interest	\$ 4,487	\$ 5,108
Cash paid during the year for state income tax	\$ 403	\$ 626
(Federal income taxes are paid by the parent. See footnote 11(a))		

The accompanying notes are an integral part of these consolidated financial statements.



G4S Government Solutions, Inc. and Subsidiaries
(Wholly Owned Subsidiaries of G4S Holding One, Inc.)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE
YEARS ENDED December 29, 2013 AND December 30, 2012

1. GENERAL AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

General – G4S Government Solutions, Inc. and subsidiaries (the “Company”) provides contract security, law enforcement, fire, crash rescue, security training, facility and fleet management, and construction and renovation services to the United States federal government. The Company also provides environmental remediation and weapons removal and abatement services, humanitarian mine clearance, security services and consulting and post conflict operations to the United States federal government as well as international organizations including the United Nations and the North Atlantic Treaty Organization (“NATO”). The United States federal government contracts require cost accounting standards, facility security clearances and other Federal Acquisition Regulation requirements. The Company is a wholly owned subsidiary of G4S Holding One, Inc. (the “Parent”).

The Parent and its subsidiaries are wholly owned subsidiaries of G4S, plc. G4S, plc is listed on exchanges in the United Kingdom and in Copenhagen, Denmark.

Foreign control and influence by G4S plc as to Company activities have been abated by a Proxy Agreement between the Company, the Parent, G4S plc, and the United States Department of Energy (“DOE”). The Company is managed by a board of United States directors who abide by procedures detailed in the Proxy Agreement, which generally preclude communication with the Parent and G4S, plc.

In 2011, Wackenhut Services, Incorporated rebranded to G4S Government Solutions, Inc. Certain of the Company's subsidiaries and affiliates were also rebranded in 2012.

Reporting Period - The Company's fiscal year ends on the Sunday closest to the calendar year-end. The current reporting period for 2013 contained 52 weeks and ended on December 29, 2013. The 2012 reporting period contained 52 weeks and ended on December 30, 2012.

Basis of Financial Statement Presentation - The consolidated financial statements include the accounts of G4S Government Solutions, Inc. (“G4S GS”) and its wholly-owned subsidiaries and its investments in joint ventures. All significant intercompany transactions and balances have been eliminated in consolidation. As of December 29, 2013, the Company's subsidiaries are



Wackenhut Services, LLC AGII Holding, LLC (includes ArmorGroup North America, Inc. and G4S International Training, Inc.) and G4S Integrated Solutions, Inc. ("G4S IS") and affiliates. Certain subsidiaries of G4S IS have non-controlling interests which are reflected in the consolidated financial statements.

Use of Estimates - The preparation of consolidated financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. The Company's significant estimates include the allowance for doubtful accounts, depreciation of property and equipment, provisions related to legal contingencies and contract losses, the value of intangible assets, and the general and administrative rates used to determine the recoverable amount from its customers. Actual results could differ from those estimates.

Cash and Cash Equivalents – The Company classifies as cash equivalents all interest-bearing deposits or investments with original maturities of three months or less.

Revenue Recognition – The Company provides its services under cost-reimbursement, time-and-material and fixed-price contracts. The form of the contract, rather than the type of service offered, is the primary determinant of revenue recognition. Revenues are recognized when evidence of an arrangement exists, services have been provided and the sales price is fixed or determinable, and collectability is reasonably assured. Contract costs for services supplied to the U.S. Government, including indirect expenses, are subject to audit and subsequent adjustment by negotiations between the Company and government representatives. All contract revenues are recorded in amounts that are expected to be realized upon final settlement.

For time and material or fixed hourly/daily rate contracts, revenue is recognized each month based on actual hours/days charged to the contract during that month multiplied by the fixed hourly/daily rate in the contract for the type of labor charged. Any material or other direct charges are recognized as revenue based on the actual direct cost plus Defense Contract Audit Agency-approved indirect rates.

Cost reimbursement type contracts can be either cost plus fixed fee, or cost plus award fee. Revenue recognition for these two contract types is very similar. In both cases, revenue is based on actual direct cost plus Defense Contract Audit Agency-approved indirect rates. In the case of cost plus fixed fee, the fixed fee is recognized based on the ratio of the fixed fee for the contract to the total estimated cost of the contract as the costs are incurred. The fee for cost plus award fee contracts may consist of one or two components, a base fee and an



award fee. Base fee is recognized in the same manner as the fee on cost plus fixed fee contracts. The award fee portion is recognized when the award fee is formally awarded or when the Company has received approval from the United States Government to accrue a stated percentage of the proposed award fee.

Revenue on fixed-price contracts is generally recognized ratably over the contract period, measured by methods appropriate to the services provided. The output measure is the period of service or percentage of completion.

Provisions for estimated losses on uncompleted contracts are made in the period in which the Company determines that such losses are probable. Contract costs include all direct material and labor costs and those indirect costs related to the contract. Changes in job performance, job conditions, estimated profitability, including those arising from contract penalty provisions, and final contract settlements may result in revisions to costs and income and are recognized in the period in which the revisions are determined.

From time to time, the Company may proceed with work based on client direction prior to the completion and signing of formal contract documents. The Company has a formal review process for approving any such work. Revenue associated with such work is recognized only when it can be reliably estimated and realization is probable. The Company bases the estimates on previous experiences with the client, communication with the client regarding funding status, and management's knowledge of available funding for the contract or program.

Acquisition-related Intangible Assets - Intangible assets on acquisitions or arising from contractual rights are recognized at fair value at the date of the acquisition. Such acquisition-related intangible assets include customer contracts and customer relationships, trade names and employment agreements. The fair value of acquisition-related intangible assets is determined by reference to market prices of similar assets, where such information is available or by the use of appropriate valuation techniques.

Acquisition-related intangible assets are amortized by equal annual installments over their expected economic life. The estimated useful life of acquisition-related intangible assets is up to a maximum of five years.

Goodwill - All business combinations are accounted for by the application of the acquisition method. Goodwill arising at acquisition represents the excess of the consideration transferred in the business combination over the fair value of the identifiable assets, liabilities and contingent liabilities of a subsidiary at the date of acquisition.

On January 16, 2014, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2014-02 *Intangibles - Goodwill and*



Other (Topic 350): Accounting for Goodwill, which provides an accounting alternative for private companies related to the subsequent accounting for goodwill. While the ASU is not effective until annual periods beginning after December 15, 2014, early adoption is permitted. For the year ended December 29, 2013, the Company adopted the accounting alternative for the subsequent accounting for goodwill as provided in ASU No. 2014-02. As such, pursuant to the accounting alternative, the Company began to prospectively amortize goodwill on December 31, 2012 on a straight-line basis over a period of 10 years. Also pursuant to the accounting alternative, the Company tests for goodwill impairment upon the occurrence of an event or circumstance that may indicate the fair value of a reporting unit is less than its carrying amount and has elected to perform this test at the reporting unit level.

Income Taxes – Deferred tax assets and liabilities are determined based on the temporary differences between the bases of certain assets and liabilities for income tax and financial reporting purposes. The deferred tax assets and liabilities are classified according to the financial statement classification of the assets and liabilities generating the differences.

The Company is included in the consolidated federal income tax return of its Parent, and determines its income tax provision based on the “separate return method” in accordance with the Tax Sharing Agreement it has entered into with the Parent. Current income taxes due are recorded as a payable to the Parent and a deferred portion is recorded as deferred income taxes. A valuation allowance is recorded to reduce the carrying amounts of deferred tax assets when it is more likely than not that such assets, or a portion thereof, will not be realized.

The Company accounts for income taxes under the accounting standard on accounting for uncertainty in income taxes, which addresses the determination of whether tax benefits claimed or expected to be claimed on a tax return should be recorded in the financial statements. Under this guidance, the Company may recognize the tax benefit from an uncertain tax position only if it is more-likely-than-not that the tax position will be sustained on examination by taxing authorities, based on the technical merits of the position. The tax benefits recognized in the financial statements from such a position are measured based on the largest benefit that has a greater than 50% likelihood of being realized upon ultimate settlement. The guidance on accounting for uncertainty in income taxes also addresses de-recognition, classification, interest and penalties on income taxes, and accounting in interim periods. Management evaluated the Company's tax position and concluded that the Company had taken no uncertain tax positions that require adjustments to the consolidated financial statements to comply with the provisions of this guidance.

The Company files income tax returns in the U.S. federal jurisdictions, several state jurisdictions and several foreign jurisdictions.



Investment in Joint Ventures – The Company accounts for its investments in joint ventures under the equity method of accounting, under which the Company’s share of the net income or loss of the joint ventures is recognized as operating income in the Company’s statement of comprehensive loss and added to the investment account, and distributions received from the joint ventures are treated as a reduction of the investment account. Investments in the joint ventures are treated as an increase to the investment account.

Property and Equipment – Property and equipment is stated at cost, less accumulated depreciation. Maintenance and repairs are expensed as incurred. Depreciation is computed using the straight-line method over the estimated useful lives of the related assets. Leasehold improvements are amortized on a straight-line basis over the shorter of the useful life of the improvement or the term of the lease. The estimated useful lives are as follows:

	Years
Buildings and leasehold improvements	10- 15 or lease term
Machinery and equipment	5 – 7
Computer equipment	5
Furniture and fixtures	7
Weapons	10
Vehicles	5
Software	1.5 – 3

Long-Lived and Indefinite-Lived Assets – Long-lived assets are reviewed on an ongoing basis for impairment based on comparison of their carrying values to the undiscounted future cash flows expected to be generated by such assets.

Allowance for Doubtful Accounts – Accounts receivable are carried at amounts management deems collectible. Accordingly, an allowance is provided in the event an account is considered uncollectible. As of December 29, 2013 and December 30, 2012, the Company’s allowance for doubtful accounts is approximately \$1.2 million and \$2.5 million, respectively. The ultimate collectability of accounts receivable may differ from that estimated by management.

Translation of foreign currency – The Company translates assets and liabilities of its foreign subsidiaries whose functional currency is the local currency, at exchange rates in effect at the balance sheet date. The Company translates revenues and expenses at weighted-average exchange rates for the period. Equity is translated at historical rates and the resulting foreign currency translation adjustments are included as a component of accumulated other comprehensive loss, which is reflected as a separate component of stockholders’ equity



Recent accounting pronouncements – The FASB issued ASU 2013-11 *Income Taxes (Topic 740)—Presentation of an Unrecognized Tax Benefit When a Net Operating Loss Carryforward, a Similar Tax Loss, or a Tax Credit Carryforward Exists*. This amendment provides that an unrecognized tax benefit, or a portion thereof, should be presented in the financial statements as a reduction to a deferred tax asset for a net operating loss carryforward, a similar tax loss, or a tax credit carryforward, except to the extent that a net operating loss carryforward, a similar tax loss, or a tax credit carryforward is not available at the reporting date to settle any additional income taxes that would result from disallowance of a tax position, or the tax law does not require the entity to use, and the entity does not intend to use, the deferred tax asset for such purpose, then the unrecognized tax benefit should be presented as a liability. ASU 2013-11 is effective for annual periods after December 15, 2014. Early adoption and retrospective application is permitted. The Company's management is evaluating the effects that the provisions of the ASU 2013-11 will have on the Company's consolidated financial statements

As previously discussed, the Company adopted No. 2014-02 *Intangibles – Goodwill and Other (Topic 350): Accounting for Goodwill*

Reclassification – Certain amounts in the accompanying 2012 consolidated financial statements have been reclassified to conform with the 2013 presentation with no effect on comprehensive loss or stockholder's equity.

Subsequent events – Management has assessed subsequent events through February 21, 2014, the date on which the consolidated financial statements were available to be issued.

2. SALE OF A COMPONENT

On December 29, 2013, G4S GS sold certain contracts that represented a component of its subsidiary G4S C3 to its direct Parent, G4S Holding One, Inc. for \$12.5 million. Since this transaction was conducted between related parties, the sales price may not be indicative of what an unrelated market participant would pay. The \$12.5 million was recorded as an intercompany receivable (see Note 12) as of December 29, 2013 and payment was received in January 2014. The net book value of G4S C3's net assets at the time of the sale was \$14.1 million resulting in a loss of \$1.6 million. The Company will not have any continuing involvement with the component and therefore, the results of operations for these contracts have been classified as discontinued operations in the consolidated statements of comprehensive loss as of December 29, 2013 and December 30, 2012. Revenues and pretax operating losses from these discontinued components for the year ended December 29, 2013 were approximately \$8.7 million and \$5.6 million, respectively, and were approximately \$19.6 million and \$13.5 million for the year ended December 30, 2012.



3. *CONCENTRATION OF CREDIT RISK*

Financial instruments that potentially subject the Company to concentrations of credit risk consist principally of cash and cash equivalents and accounts receivable. The Company's cash management and investment policies restrict investments by type, credit and issuer, and the Company performs periodic evaluations of the credit standing of the financial institutions with which it deals. The Company's accounts receivable primarily consist of amounts due from the United States federal government. Due to the nature of its customers, management believes that no significant credit risk existed as of December 29, 2013 and December 30, 2012.

4. *ACCOUNTS RECEIVABLE, NET*

The Company's accounts receivable consist of the following as of December 29, 2013 and December 30, 2012 (in thousands):

	2013	2012
Accounts receivable		
Billed	\$ 57,921	\$ 90,495
Unbilled	70,880	62,528
Related party	-	775
Non-current unbilled	16,023	18,439
	144,824	172,237
Less: allowance for doubtful accounts	(1,214)	(2,455)
Accounts receivable, net	143,610	169,782
Included in current assets	127,587	151,343
Included in non-current assets	16,023	18,439
	\$ 143,610	\$ 169,782

Accounts receivable for government contracts follow the Prompt Payment Act and are due within 30 days from the date the government agency receives a proper invoice. Accounts receivable for commercial contracts are due according to payment terms outlined in each contract.

Current unbilled accounts receivable as of December 29, 2013 are expected to be billed and collected within one year.

As of December 29, 2013 and December 30, 2012, the Company's current billed and unbilled accounts receivable consists of approximately \$33.0 million and \$25.5 million, respectively. These receivables are due from a prime contractor for fire and emergency protective services provided under a fixed price and a



cost reimbursement contract. Payment of these receivables has been delayed awaiting resolution of a legal proceeding (see Note 13).

As of December 29, 2013 and December 30, 2012, the Company's non-current unbilled accounts receivable of approximately \$16.0 million and \$18.4 million, respectively, consists of an amount due under the U.S. Embassy Contract in Kabul, Afghanistan related to Afghanistan payroll taxes. The balance as of December 30, 2012 also included \$2.4 million of business receipts taxes which were billed and collected during 2013. All costs related to the unbilled balance are, in management's opinion, allowable expenses under this contract and are collectible. The delay in billing for these amounts is due to the Company compiling all necessary documentation required to be submitted with the billings.

Subsequent to December 29, 2013, the Company was advised that the Company's ultimate Parent, G4S, plc, is negotiating the amount of interest and penalties owed related to the late payment of the aforementioned taxes on behalf of all G4S entities. The settlement amount that the Parent would be obligated to pay is estimated to be \$32.4 million and the Company believes that the Parent will record an estimated settlement amount in its audited financial statements when issued. A portion of the estimated settlement relates to the Company's activities and G4S, plc may allocate such amount to the Company. Any allocation would require the Company's acceptance and would be considered in management's view a reimbursable expense.

5. PROPERTY AND EQUIPMENT, NET

The Company's property and equipment consist of the following as of December 29, 2013 and December 30, 2012 (in thousands):

	<u>2013</u>	<u>2012</u>
Land	\$ 828	\$ 828
Buildings and leasehold improvements	5,987	5,454
Machinery, equipment, furniture and fixtures	2,943	10,382
Computer equipment	1,668	2,120
Weapons	1,598	1,449
Vehicles	3,922	5,592
Software	<u>2,143</u>	<u>2,372</u>
	19,089	28,197
Less: accumulated depreciation	<u>(12,776)</u>	<u>(17,854)</u>
	<u>\$ 6,313</u>	<u>\$10,343</u>

Depreciation expense for the years ended December 29, 2013 and December 30, 2012 was approximately \$3.1 million and \$5.3 million, respectively.



6. INVESTMENTS IN JOINT VENTURES

The Company currently operates in multiple joint ventures. As of December 29, 2013 and December 30, 2012, the Company owned a 46% minority interest in Space Gateway Support, LLC ("SGS") with one other company to provide services under a contract. The joint venture was established for a (air, land and sea security and fire and emergency medical) joint base operations support contract which was awarded on October 1, 1998 and ended November 30, 2011. This joint venture will remain in place during the final closeout of this contract.

As of December 29, 2013 and December 30, 2012, the Company owned a 49% minority interest in Civilian Police International, LLC ("CPI"), a joint venture with one other company to provide international civilian police training. The joint venture currently operates one contract in Kosovo to provide such services to assist local governments.

As of December 29, 2013 and December 30, 2012, the Company owned a 12% minority interest in Mission Support Alliance, LLC ("MSA") with two other companies to service a Department of Energy contract. The Company has concluded the equity method of accounting is appropriate given its ability to exercise significant influence over the investment.

In October 2011, the Company formed a joint venture, G4S Parsons Pacific, LLC, with two other companies. This joint venture was formed to service a Pacific Naval Facility Command base operation support contract. As of December 29, 2013, the Company owned a 46.5% interest in the joint venture.

G4S IS, due to the nature of its business, operates in multiple joint ventures. As of December 29, 2013 and December 30, 2012, G4S IS owned 49% of MW-All Star, 50% of TECOM – Vinnell Services (TVS), 41% G4S-SJC, LLC, 49% IEC-All Star, LLC, and 50% of SunStar, LLC.

In January 2012, the G4S-SJC, LLC ("G4S-SJC") joint venture obtained a revolver loan with maximum borrowings of \$7.5 million from the Company for working capital needs. Advances on the revolver loan bore interest at LIBOR plus five percent (5.21% as of December 29, 2013). Regular monthly payments of interest only were required. Borrowings outstanding as of December 30, 2012 were \$1.3 million and were included in "accounts receivable, net" which were paid in full during 2013.

During 2012, Ronco formed a joint venture with two companies in anticipation of a successful award of a demining contract on the border of Turkey and Syria. With Ronco having a 41% interest in the joint venture. As of December 29, 2013, the contract has not been awarded. This joint venture was part of the sale to a related party during 2013 as further discussed at Note 2.



As of December 29, 2013, Ronco owned a 30% minority interest in a joint venture with two other companies to provide demining support in Israel. The joint venture currently operates one task order under a multi award task order contract. This joint venture was part of the sale to a related party during 2013 as further discussed at Note 2.

The table below shows the combined results of operations and financial position of the Company's equity-method investments in joint ventures as of December 29, 2013 and December 30, 2012 and is derived from audited financial statements and unaudited internal information provided by the respective joint venture.

	2013			2012		
	Assets	Liabilities	Net Earnings (Loss)	Assets	Liabilities	Net Earnings (Loss)
SGS	\$ 55,201	\$ 59,067	\$ (64)	\$ 55,126	\$ 59,206	\$ 2,300
CPI	23,722	704	(197)	5,360	1,044	118
MSA	87,801	75,270	12,397	69,255	54,836	9,768
DGB	42,560	13,932	3,628	-	-	-
G4S-SJC, LLC	12,027	7,018	3,555	5,275	3,820	314
TVS	223	22	-	223	22	(247)
MW - All Star	-	-	(10)	602	14	(802)
SunStar, LLC	156	1	78	1,268	243	745
IEC-All Star	2,680	827	1,325	3,932	1,419	1,986
Other	-	-	-	-	(256)	(380)
Total	\$ 224,370	\$ 156,841	\$ 20,712	\$ 141,041	\$ 120,348	\$ 13,802

7. FAIR VALUE DISCLOSURES

The Company follows guidance issued by the FASB for measuring fair value. Fair value measurements are disclosed by level within that hierarchy.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. In determining fair value, the Company uses various methods including market, income and cost approaches. Based on these approaches, the Company often utilizes certain assumptions that market participants would use in pricing the asset or liability, including assumptions about risk and or the risks inherent in the inputs to the valuation technique. These inputs can be readily observable, market corroborated, or generally unobservable inputs. The Company utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs. Based on the observability



of the inputs used in the valuation techniques the Company is required to provide the following information according to the fair value hierarchy. The fair value hierarchy ranks the quality and reliability of the information used to determine fair values. Financial assets and liabilities carried at fair value will be classified and disclosed in one of the following three categories:

Level 1 — Valuations for assets and liabilities traded in active exchange markets, such as the New York Stock Exchange. Level 1 also includes U.S. Treasury and federal agency securities and federal agency mortgage-backed securities, which are traded by dealers or brokers in active markets. Valuations are obtained from readily available pricing sources for market transactions involving identical assets or liabilities.

Level 2 — Valuations for assets and liabilities traded in less active dealer or broker markets. Valuations are obtained from third party pricing services for identical or similar assets or liabilities.

Level 3 — Valuations for assets and liabilities that are derived from other valuation methodologies, including option pricing models, discounted cash flow models and similar techniques, and not based on market exchange, dealer, or broker traded transactions. Level 3 valuations incorporate certain assumptions and projections in determining the fair value assigned to such assets or liabilities.

For the fiscal years ended December 29, 2013 and December 30, 2012, the application of valuation techniques applied to similar assets and liabilities has been consistent. The following is a description of the valuation methodologies used for instruments measured at fair value.

Fair Value of Financial Instruments

Due to the short-term maturities of these instruments, the carrying values of cash and cash equivalents, accounts receivable and accounts payable approximate fair value. The carrying amounts of notes payable approximate fair value because the interest rate fluctuates with market interest rates. Other financial assets are reported at fair value based on quoted market prices.

Fair Value on a Nonrecurring Basis

Certain assets and liabilities are measured at fair value on a nonrecurring basis; that is, the instruments are not measured at fair value on an ongoing basis but are subject to fair value adjustments in certain circumstances (for example, when there is evidence of impairment).



The following table presents the assets carried on the balance sheet at fair value by caption and by level (as described above) as of December 29, 2013, on a recurring and non-recurring basis and January 2012 (in thousands):

	2013			
	Total	Level 1	Level 2	Level 3
Goodwill	\$ 29,129	\$ -	\$ -	\$ 29,129
Other intangible assets	2,214	-	-	2,214
Other financial assets	20,272	20,272	-	-
Total carrying value	\$ 51,615	\$ 20,272	\$ -	\$ 31,343

	2012			
	Total	Level 1	Level 2	Level 3
Goodwill	\$ 54,594	\$ -	\$ -	\$ 54,594
Other intangible assets	5,017	-	-	5,017
Other financial assets	17,413	17,413	-	-
Total carrying value	\$ 77,024	\$ 17,413	\$ -	\$ 59,611

The following table presents those assets measured at fair value on a nonrecurring basis using significant unobservable inputs (level 3) reconciling the changes to the balances as of December 29, 2013 and December 30, 2012, (in thousands):

	2013		2012	
	Goodwill	Intangible Assets	Goodwill	Intangible Assets
Beginning Balance	\$ 54,594	\$ 5,017	\$ 62,919	\$ 9,585
Goodwill impairment	(21,117)	-	(8,325)	-
Amortization	(4,348)	(2,803)	-	(4,568)
Ending Balance	\$ 29,129	\$ 2,214	\$ 54,594	\$ 5,017

8. GOODWILL

The Company considers the following businesses to be reporting units for the purpose of testing goodwill for impairment:

- G4S C3 provides mine and unexploded ordnance as well as battle area clearance and humanitarian demining.
- G4S IS provides facilities support, military construction and fleet services.



Goodwill allocated to these reporting units arose from acquisitions completed in previous years and represents the excess of the consideration transferred in the business combination over the fair value of the identifiable assets, liabilities, and contingent liabilities of the reporting unit at the date of acquisition. As of December 29, 2013, there was \$29.1 million of goodwill remaining related to the G4S IS reporting unit.

As discussed in Note 1, the Company adopted the accounting alternative provided in ASU No. 2014-12 effective December 31, 2012. Pursuant to this election, the Company changed the method used to subsequently account for goodwill and has amortized \$4.3 million of goodwill for the year ended December 29, 2013 on straight-line basis using a 10 year life.

In addition, the accounting alternative requires the Company to test goodwill for impairment only upon the occurrence of an event or circumstance that may indicate the fair value of a reporting unit is less than its carrying amount. If events or circumstances are present that may indicate the fair value of a reporting unit is less than its carrying amount, the estimated fair value of the reporting unit is compared to its carrying amount and an impairment loss is recognized for the excess of the carrying amount over fair value (if any), not to exceed the carrying amount of goodwill. No indicators of impairment were identified during the year ended December 29, 2013 for the G4S IS reporting unit. However, as of June 30, 2013, the expiration of certain contracts and a change in strategic focus were considered to be, indicators of impairment for the G4S C3 reporting unit and it was tested for impairment.

The fair value of the G4S C3 reporting unit as of June 30, 2013 for purposes of goodwill impairment testing was calculated based upon discounted cash flow projections and a market approach with a 50% weight to each value. These projections incorporate management's assumptions about future cash flows based upon past experience and future expectations. Actual results could differ from management's expectations. The expected cash flows were then discounted using a discount rate that the Company believed was commensurate with the risks involved. The Company used a discount rate of 13.0% to reflect current market conditions in its impairment analysis. The carrying value of the G4S C3 reporting unit was greater than its fair value by approximately \$35 million resulting in an impairment charge for the entire \$21.1 million of goodwill included in this reporting unit.

On December 30, 2013, a component of G4S C3 was sold to a related party resulting in a reclassification of \$14.1 million of the goodwill impairment charge and \$.7 million of goodwill amortization to discontinued operations (see Note 2). The remaining impairment charge of approximately \$7.0 million is included in Goodwill impairment on the consolidated statements of comprehensive loss.



Changes to goodwill for the year ended December 29, 2013 and December 30, 2012 are as follows:

	<u>2013</u>	<u>2012</u>
Goodwill, beginning of the year	\$ 54,594	\$ 67,700
Impairment Charge	(21,117)	(13,306)
Amortization	(4,348)	-
Goodwill, end of the year	<u>\$ 29,129</u>	<u>\$ 54,394</u>

9. EMPLOYEE BENEFIT PLANS

The Company has a nonqualified deferred compensation plan covering selected Company executives. Benefits under the plan are primarily based, for each year of service with the Company (up to 25 years) on a certain percentage of the participant's average compensation during his or her last five years of employment. The plan's expense during a year is based on a variety of actuarial factors that affect the projected benefits to be paid under the plan. However, since the Company purchases annuity contracts held by the participants as the prefunding vehicle for future benefits under the plan and all future payments to the participants pursuant to the annuity contract are made direct from the insurer, the premium amount paid for the annuity is used as an appropriate measure of the obligation. As such, the obligation of the Company shall be limited to the periodic premium payments sufficient to achieve the level of benefits described in the plan. In 2009, the plan was amended so that all new participants receive benefits based on a defined contribution of a certain percentage of the participant's annual salary. For the years ended December 29, 2013 and December 30, 2012, approximately \$.3 million were expensed and paid for the plan.

The Company has established a nonqualified deferred compensation plan for certain, IRS defined, highly compensated employees who have not enrolled in any employer-sponsored qualified 401(k) plan. In 2004, the Company established a "rabbi-trust" with a third party administrator. The trust is irrevocable and, although subject to creditors' claims, assets contributed to the trust can only be used to pay such benefits with certain exceptions. As such, the Company recorded an asset for the amount of the deposits and a liability for the amount of the accrued liabilities. As of December 29, 2013 and December 30, 2012, the accrued liabilities were approximately \$18.3 million and \$16.4 million, respectively. The assets as of December 29, 2013 and December 30, 2012 were approximately \$20.0 million and \$17.1 million, respectively. Securities held in the trust are carried at fair value based on quoted market prices. The trust's assets consist of approximately 40% fixed income securities and 60% equity securities. The unrealized gain for the year ended December 29, 2013 was approximately \$.9 million and the unrealized gain for the year ended December 30, 2012 was



approximately \$.6 million. The difference between trust assets and liabilities is attributable to inactive participant obligations that remain outside of the trust and unrealized gains incurred on the trust's asset retained by the Company. Assets in trust equaled the actual dollar amounts deferred by active participants in the plan during the current and previous years and any employer contributions, earned interest and gains or losses. The total assets are included in "other financial assets" and the total accrued liability is included in "accrued employee benefits". During the years ended December 29, 2013 and December 30, 2012, approximately \$.5 million and \$1.4 million, respectively, were expensed for this plan.

The Company provides eligible employees the opportunity to participate in several defined contribution plans. The Company contributed approximately \$11.4 million and \$17.9 million for the years ended December 29, 2013 and December 30, 2012 to these defined contribution plans, respectively.

The Company is also the administrator of several defined benefit plans. The Company is responsible for making periodic cost-reimbursable deposits to the various benefit plans as determined by third-party actuaries hired on behalf of the Company. In each instance, the Department of Energy ("DOE") has acknowledged within the contract entered into between the DOE and the Company its responsibility for all unfunded pension and benefit liabilities. Therefore, these plans are treated as defined contribution plans by the Company. The Company contributed approximately \$2.7 million and \$3.0 million for the years ended December 29, 2013 and December 30, 2012, respectively, to these plans.

Certain of the Company's employees are covered by a collectively bargained, multi-employer pension plan. Contributions and costs are determined in accordance with the provisions of negotiated labor contracts or terms of the plan. The Company contributed approximately \$1.0 million for the years ended December 29, 2013 and December 30, 2012, respectively, to these plans.

Certain employees working for the Company's German subsidiaries are eligible for German Government required benefits if employees are terminated without cause, in an exit of an activity or similar event, and the employees meet other provisions under the law. The Company reassesses its exposure to these benefits annually and adjusts its reserves and cost of revenue if needed.

10. PROVISION

The provision for estimated loss contracts is comprised of contracts where the costs involved with fulfilling the terms and conditions of the contract are higher than the amount of economic benefit received.



The Company's provision for estimated contract losses consists of the following as of December 29, 2013 and December 30, 2012 (in thousands):

	2013	2012
Opening Balance	\$ 306	\$ -
Additional provision in the year	-	306
Change in estimate	-	-
Utilization of provision	(306)	-
Closing balance, included in current liabilities	\$ -	\$ 306

11. INCOME TAXES

The provision for income taxes in the consolidated statement of comprehensive loss consists of the following for the years ended December 29, 2013 and December 30, 2012 (in thousands):

	2013	2012
Federal income tax expense (benefit):		
Current	\$ (2,487)	\$ 2,419
Deferred	(751)	(8,717)
Total federal income taxes	(3,238)	(6,298)
State income tax expense (benefit):		
Current	224	663
Deferred	90	(242)
Total state income taxes	314	421
Total federal and state income tax benefit	(2,924)	(5,877)
Foreign income taxes	4,312	4,670
Total income tax expense (benefit)	\$ 1,388	\$ (1,207)

The expected income tax provision differs from the amount of income tax determined by applying the U.S. federal income tax rate to pretax income primarily due to permanent items, differing tax rates in foreign jurisdictions, and foreign tax credits.



The components of the deferred income tax assets and liabilities as of December 29, 2013 and December 30, 2012 are as follows:

Deferred income tax asset

	<u>2013</u>	<u>2012</u>
Accrued employee benefits	\$ 6,002	\$ 6,799
Bad debt reserves	373	832
Deferred compensation	5,704	5,286
Depreciation	207	509
Goodwill amortization	553	-
Foreign tax credit	2,818	9,307
Other reserves	1,008	1,237
Net deferred income tax assets	16,665	23,970

Deferred income tax liabilities

	<u>2013</u>	<u>2012</u>
Self Insurance	(687)	(679)
Goodwill amortization	-	(665)
Prepaid expenses	(494)	(1,509)
Investment in joint ventures	(572)	(287)
	<u>(1,753)</u>	<u>(3,140)</u>
Net deferred income tax assets	\$ 14,912	\$ 20,830

The components giving rise to the net deferred tax assets (liabilities) described above have been included in the accompanying consolidated balance sheets as of December 29, 2013 and December 30, 2012 as follows:

	<u>2013</u>	<u>2012</u>
Current assets	\$ 6,542	\$ 6,884
Noncurrent liability	8,370	13,946
	<u>\$ 14,912</u>	<u>\$ 20,830</u>

On December 29, 2013, deferred tax assets totaling approximately \$6.6 million were removed from the G4S C3's balance sheet in connection with the sale of a component as discussed at Note 2.



Further, the sale of a component resulted in a capital loss of approximately \$30.0 million on a separate return basis. The deferred tax asset of \$10.5 million for this capital loss carry forward has been offset by a valuation allowance as management has concluded it is more likely than not that it will not be able to utilize this deferred tax asset.

12. RELATED PARTY TRANSACTIONS

The amounts payable as a result of transactions with related parties for the years ended December 29, 2013 and December 30, 2012 are summarized as follows (in thousands):

Opening balance	\$160,380	\$151,585
Federal and state income taxes (a)	(2,701)	1,940
Other funding and expenses (b)	(1,506)	1,407
Short term intercompany payable, foreign taxes (c)	-	(9,307)
Short term intercompany payable, royalties (d)	(3,537)	5,756
Long term intercompany payable, working capital (e)	(80,542)	(20,001)
Long term intercompany receivable (f)	-	29,000
Short term intercompany receivable (g)	(12,500)	
Closing balance	<u>\$ 59,594</u>	<u>\$160,380</u>
Included in current assets	10,696	-
Included in current liabilities	-	9,548
Included in non-current liabilities	70,290	150,832
Due to related parties, net	<u>\$ 59,594</u>	<u>\$160,380</u>

(a) The Company is included in the consolidated federal income tax return of the Parent and determines its income tax provision based on the "separate return method" in accordance with the Tax Sharing Agreement it has entered into with the Parent. The Company provides payment to the Parent as a reimbursement for the Company's share of the federal income taxes. Current income taxes due are recorded as a due to related party.

(b) Other funding and expenses mainly represent accounts payable and accounts receivable between the Company and related parties and intercompany transfers of expenses such as uniform purchases,



recruiting charges, property tax, travel, and temporary employee charges.

- (c) The Company re-paid the Parent \$9.3 million for Afghanistan payroll and business receipts taxes made on behalf of the Company in 2011.
- (d) Amounts relate to a royalty agreement with Parent.
- (e) The Company repaid parts of its working capital line of credit with G4S, plc.
- (f) The Parent resolved to contribute capital in 2011. Funds were received by the Company in 2012.
- (g) Related party receivable due in connection with the sale of a component as discussed at Note 2.

Other related party transactions include the following:

Dividends to the Parent are declared at the quarterly Board of Directors meeting and are paid within one day of declaration. There were no dividends paid during the year ended December 29, 2013. During the year ended December 30, 2012 approximately \$3.5 million of dividends were paid.

The Company pays health and group life insurance premiums to a VEBA Trust, which is paid in a guaranteed cost arrangement. The officers of the Parent and the Company are the trustees of the Trust. Various third party administrators including BlueCross BlueShield, United Healthcare and Metropolitan Life support the administration of claims. The Company pays general liability, workers compensation and auto liability insurance premiums to the Titania Insurance Company of America ("Titania") which are paid in a guaranteed cost arrangement. Titania is a related affiliate of the Parent, and uses a third party administrator for claims. The total insurance premiums paid for both the VEBA Trust and Titania for the years ended December 29, 2013 and December 30, 2012 were approximately \$33.9 million and \$44.3 million, respectively.

During 2012, the Company entered into a royalty agreement with the Parent. Under the terms of the agreement, the Company is required to pay royalties equal to 1% of revenues of rebranded entities. Royalty expense for the years ended December 29, 2013 and December 30, 2012 were approximately \$4.6 million and \$5.8 million, respectively.

On April 2, 2003, the Company entered into an agreement with the Parent under which the Parent provided the Company with legal, tax and human resources services and assistance in its business operations. This contract is updated each year. The service fee for the years ended December 29, 2013 and December 30, 2012 were approximately \$.2 million and \$.3 million, respectively.



13. COMMITMENTS AND CONTINGENCIES

The Company is presently, and is from time to time, subject to claims arising in the ordinary course of its business. In the opinion of management, there are no legal proceedings for which the potential impact, if unfavorable to the Company, could have a material adverse affect on the consolidated financial statements of the Company.

As discussed in Note 4, the Company has recorded \$33 million related to amounts due from a prime contractor under a fixed price and a cost reimbursement contract. The delay in collection of these receivables is attributable to a resolution of a legal proceeding. The Company has agreed in principle to the terms of settlement of the legal proceeding and has recorded a liability for the estimated settlement for the related legal matters. Pursuant to this legal proceeding, the Company anticipates a net payment of approximately \$27 million to be received in 2014.

The Company leases office space, equipment and vehicles under non-cancelable operating leases expiring through 2021. Certain leases have renewal options and/or escalation clauses. Total expense incurred under operating leases for the years ended December 29, 2013 and December 30, 2012 were \$2.9 million and \$3.0 million, respectively.

Future minimum lease payments under these operating leases as of December 29, 2013 are as follows (in thousands):

2014	1,983
2015	1,536
2016	1,470
2017	1,469
2018	1,508
Thereafter	4,636
	<u>\$ 12,602</u>

14. NOTE PAYABLE AND LONG-TERM DEBT

The Company's line of credit agreement (the "Agreement") with Wells Fargo Company, National Bank Association allows loan funds and trade and standby letters of credit up to an aggregate borrowing capacity of \$60 million. The letter of credit obligations shall at no time exceed \$10 million of the total borrowing capacity. The facility is guaranteed by G4S, plc. Borrowings under the Agreement bear interest at a variable rate of one week LIBOR plus an agreed



upon margin. At December 29, 2013 and December 30, 2012 the margin was 2.00%. The individual stated interest rate ceilings within the line of credit as of December 29, 2013 and December 30, 2012 were 2.13% and 2.21%, respectively. The unpaid principal amount and accrued interest are payable on demand. As of December 29, 2013 and December 30, 2012, the total amount of borrowings and letters of credit outstanding under the Agreement were \$19.8 million and \$3.5 million, respectively, and \$0 and \$5.2 million, respectively. As of December 29, 2013 and December 30, 2012, \$36.7 million and \$54.8 million were available for future borrowings under this Agreement, respectively.

The Company has two separate loan agreements with an aggregate maximum borrowing availability of \$250 million with G4S, plc. One of the agreements has a maximum borrowing capacity of \$150 million with borrowings due December 15, 2016. Borrowings under this agreement bear interest at a variable rate, which adjusts quarterly, equal to three months LIBOR plus a margin of 2.50%. The interest rate in effect as of December 29, 2013 and December 30, 2012 was 2.74% and 2.81%, respectively. The second of the agreements is for an initial five-year term. At the expiration of the initial five-year term on October 29, 2015, the loan agreement can be renegotiated with written notification provided to G4S, plc. This agreement allows for an aggregate borrowing capacity of \$100 million. Borrowings under this agreement bear interest at a variable rate, which adjusts quarterly, equal to three months LIBOR plus a margin of 3.15%. The interest rate in effect as of December 29, 2013 and December 30, 2012 was 3.39% and 3.46%, respectively. The weighted average interest rate for the two agreements as of December 29, 2013 and December 30, 2012 was 3.39% and 3.24%, respectively. The unpaid principal amount of each advance made by G4S, plc and accrued interest is payable upon the final maturity date of the agreements. As of December 29, 2013 and December 30, 2012, \$70.3 million and \$150.8 million, respectively, were borrowed and \$179.7 million and \$99.2 million, respectively, were available for future borrowings under these agreements.

15. INTANGIBLE ASSETS

Customer related intangible assets comprise the contractual relationship with customers, customer relationships, trade names and employment related agreements that meet the criteria for identification as intangible assets.

The following presents the amounts assigned to each major class of intangible assets subject to amortization and the weighted-average amortization periods (in thousands) as of December 29, 2013 and December 30, 2012:



Intangible Asset Class	2013	2012	Weighted Average Amortization Period
Customer contracts	\$ 2,870	\$ 14,592	2.1
Customer relationships	7,270	7,270	4.0
Trade names	770	770	4.0
Employment related agreements	210	210	4.0
Less accumulated amortization	(8,906)	(17,825)	
Net intangible assets	\$ 2,214	\$ 5,017	

The value of the intangible assets is being amortized over the remaining lives using the straight-line depreciation method. The estimated future amortization expense related to intangible assets is \$2.2 million which will be expensed during the year ended December 28, 2014. In connection with the sale of a component as further discussed in Note 2, \$11.8 million of customer contracts with a net book value of zero were removed from intangibles assets as of December 29, 2013.



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Appendix D: Sample Annual Report



FLEET MAINTENANCE

04/15/08 – 12/31/08

ANNUAL REPORT

Prepared for
Galloway Township, NJ



SAMPLE



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SAMPLE



FLEET MAINTENANCE

INTRODUCTION

This Annual Performance Report is a summary of fleet maintenance provided by ALL STAR FLEET SERVICES for Galloway Township's new maintenance services contact which started April 15, 2008 through December 31, 2008.

The purpose of this report is to:

- Provide a financial summary for year ending 2008
- Provide a list of priorities for the 2009 year
- Reinforce the partnership between the Township of Galloway and All Star Fleet Services
- Give an overall summary of the Township Fleet.
- Create a life expectancy program that benefits the Township of Galloway

All Star Fleet Services has provided fleet maintenance services to Galloway Township since April 15, 2008. During the first 8 months of All Star's tenor. Our team is proud of our ability to make continuous improvements in fleet safety while maintaining a 98-percentile availability rate. Continuous improvements and cost savings are the necessary factors in maintaining a high level of acceptance only required by All Star Fleet Services. This level of success could not have been achieved without the support of the Township of Galloway.

Since 1983 All Star has built its reputation one job at a time by exceeding our customers' expectations. "Doing the job right the first time" are words we live by, demonstrated by our customers who consistently select us for follow-on work after the successful completion of initial contracts. All Star provides innovative fleet maintenance solutions to improve fleet availability, safety and life expectancy while reducing operating and maintenance costs. Our highly trained workforce, advanced technologies and proven management practices help our clients in the federal, state, and municipal governments and for commercial customers at locations throughout the United States achieve their goals through top-quality. Our diverse service lines span aerospace support services, facilities operations and maintenance, military family housing maintenance, renovation and privatization, logistics, construction, fleet maintenance and integrated facilities maintenance. As a privately owned firm specializing in military, government and commercial contracts, we have more than 1600 personnel dedicated to successfully completing each and every job. We have become an industry leader by working each day to keep our promise of quality, efficiency and effectiveness.

SAMPLE



Fleet Maintenance Annual Report

The All Star Team at Galloway consists of the Project Manager Robert Diana his administrative assistant Jenn Bigelow, working foreman Kenneth Keifrider and mechanics John Mannering, Brian Edwards, Dave Cramer and Dave Snyder. The Galloway Township Management team consists of Steve Bonanni – Director of Public Works, Steve Wilkens – Deputy Director of Public Works, Kevin McDowell – Deputy Director of Public Works. Without this team All Star could not have achieved its level of success that it has. The support and guidance from the Township has been an invaluable tool in maintaining the fleet.

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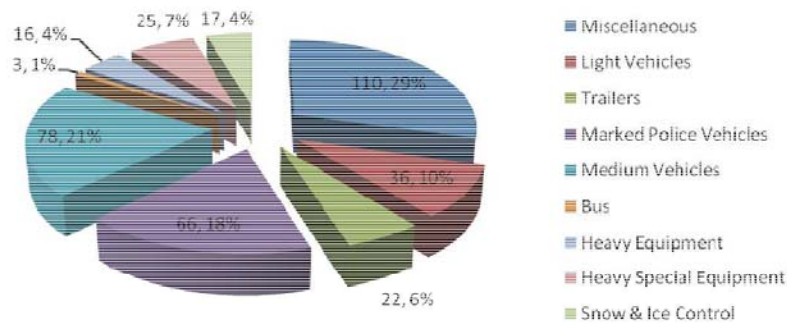
Page 3



VEHICLE/EQUIPMENT FLEET

Fleet Composition

Fleet Composition



First Number represents actual equipment totals

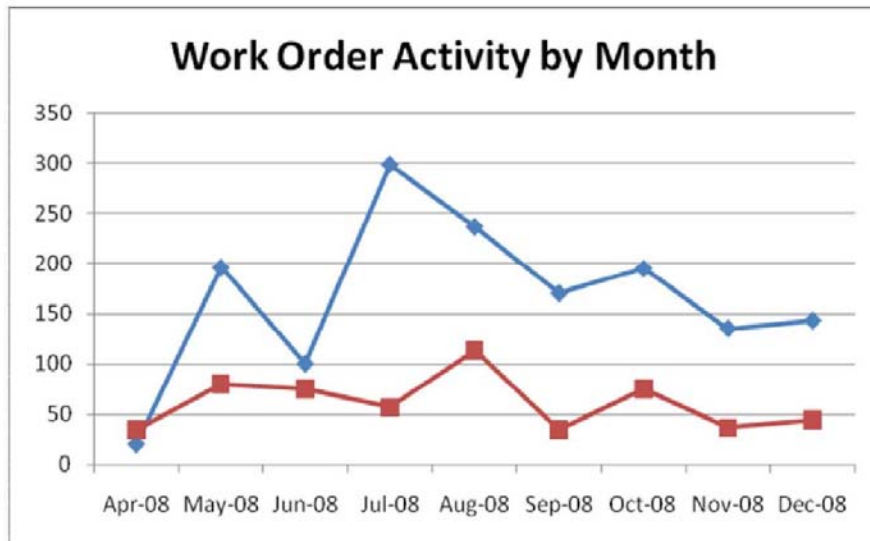
Second Number represents percentage of fleet.

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WORK ORDERS

Work Order Activity



□ Blue Line = Worker orders per month Red Line = PM Services per month

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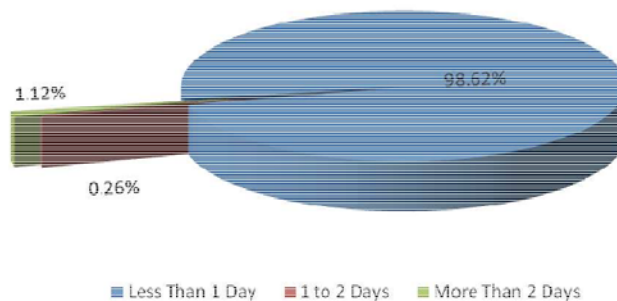
VEHICLE AVAILABILITY

Vehicle Availability

Vehicle downtime is one of the most important aspects of a fleet management program. The VMCC puts every effort into having every repair completed in a timely manner by closely monitoring progress and assuring there are no bottle necks to the process.

As a whole 98.62 % of all repairs were completed within 1 day. 0.26% of all repairs were completed from 1-2 days. The remaining 1.12% was completed in more than 2 days. This includes all major repairs and accidents.

Vehicle Downtime



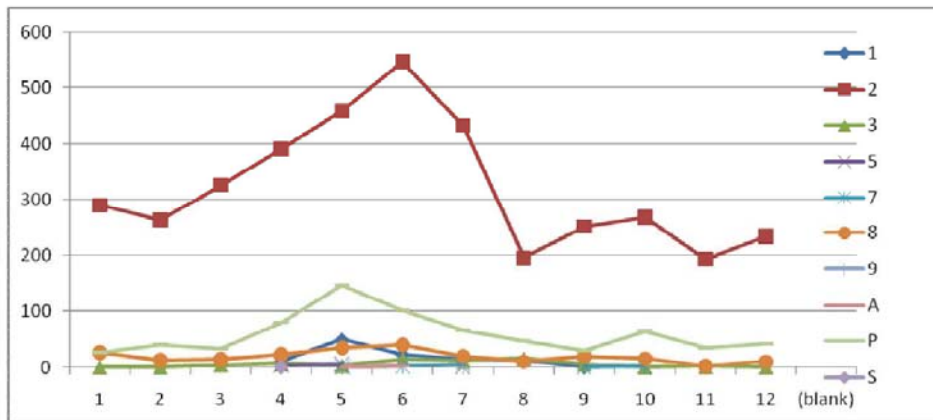
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REPAIRS

Repair Reasons

As part of a great fleet management system it is important to understand the reason vehicle needs maintenance and repair. The repair reasons have been divided into 5 major categories (General, Accident, PM, PM Discovered and Road Call). General repairs are those which are not predicted such as breakdowns or general wear items. Accidents are any repairs that have been reported as an accident. A PM is classified as an oil change and service or state inspection. PM discovered repairs are all of the repairs that were found during a PM service or State Inspection. Road Call Repairs can include roadside assistance, towing and the associated repairs.



2Figure 1 - Repairs Reason Frequency

1= PM Discovered Repairs, 2= General repairs, 3= Vendor Sublet repairs,

8= Road Calls, P= Pm Services

The trends to take note of are the road call and PM discovered repairs. We hope to keep the road call repairs to a minimum. Although most are unavoidable, many road calls can be avoided by catching the problem early. The more repairs that are found during a PM Service, the least likely that particular vehicle will break-down and require an un-scheduled repair.

SAMPLE



FINANCIALS

Financial Summary

Financial results for the All Star Fleet Services 2008 contract with Township of Galloway were as follows. Contracted Targeted Budget cost were \$536,618.00 for the 8 months of 2008. Actual costs of services were \$585,582.00. All Star Fleet Services absorbed the difference of \$48,963.00

Non -Targeted expense for the same period was \$136,682.00 All Star Fleet Services and the Township of Galloway monitors these expenses jointly. All expenses are contractually stipulated to be Non-Target and are reviewed and approved prior to work being allocated.

SAMPLE



Priorities Review

Continue to maintain a valued partnership between All Star Fleet Services and the Township of Galloway management.

Continue working with the Township to identify high cost vehicles and equipment.

Implement and follow a replacement schedule. The current fleet inventory is 373 pieces, which 131 have past their life expectancy. Given the current economic situation, it proves important to be proactive in maintaining a fleet and replacing vehicles when their life expectancy has expired.

Work with Township to implement and maintain an operator vehicle assignment list that accounts for each vehicle. Enabling operators to take 'ownership' of their vehicle and be accountable for following each vehicle's maintenance schedule.

The completion of the new Pole building will prove to be an invaluable resource for storing small equipment and removing it from outside elements. Also the addition of the car wash and undercarriage adapter increases the ability to remove debris from the undercarriage, which will be a great assistance in prolonging the life of the vehicle.

SAMPLE