

Securing Your World
Miami-Dade Transit
Security Guard Services
BID NO.: BW9808-0/22

Presented To:

CLERK OF THE BOARD
Stephen P. Clark Center
111 NW 1st Street, 17th Floor, Suite 202
Miami, Florida 33128-1983

Presented By:

G4S Secure Solutions (USA) Inc.
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G4S 90-DAY MIAMI-DADE TRANSIT TRANSITION PLAN

G4S will begin enhanced security at Miami-Dade Transit (MDT) by transitioning service from the incumbent supplier while working closely and in coordination with MDT staff to ensure that the transition of service is seamless to all who depend on its services. Using our formalized implementation program, G4S' transition plan will commence 90-days before the start of service and continue through the date of service commencement. While G4S has committed a robust team to assist in the transition of service, the entire process will be coordinated through a single Point-of-Contact, our dedicated Project Manager, Anthony Johnson. To this extent we will ensure that daily interaction with MDT staff occurs and that our actions since day one are in coordination and as determined by our MDT partners. This transition visibility, experience and execution will ensure that MDT:

- *Enjoys the highest confidence of a smooth & seamless startup with G4S*
- *Avoids interruptions or inconvenience to MDT staff and patrons on rail and bus operations*
- *Is free to focus on its tasks rather than worry about the service handoff*
- *Is kept informed through in-person transition reporting from a single Point-of-Contact*

Components of the G4S' Transition Plan for the MDT account include:

- **Administration**
- **Operations**
- **Human Resources**
- **Training**
- **Purchasing**
- **Technology**

THE RIGHT ROLES & EXPERIENCE — TRANSITION TEAM

The G4S transition team for Miami-Dade Transit (MDT) has formalized roles with specific transition tasks and responsibilities. Our team, in coordination with MDT management, will work diligently and professionally to ensure that MDT and its users are uninterrupted during the transition. Transition roles and objectives are assigned by functional area including; Administration, Operations, Human Resources, Training, Purchasing, and Technology. The G4S personnel designated to perform these roles have extensive experience and qualifications in their functional areas, including previous management experience on MDT, law enforcement and/or security industry background and have personally been involved in successful project transitions. Furthermore, G4S dedicates one single Point-of-Contact in its Project Manager, Anthony Johnson, who will serve as the point person throughout the transition period. The following management bios represent the key personnel who will be assigned to support this project from the 90-day transition period through Project Implementation and beyond.



- **Administration - Finalize Contract, Setup Billing & Reporting Protocols**

- **Operations - Site Evaluation, Post Orders, Scheduling, Communication**

G4S understands the importance of the transition period; therefore, dedicates all the necessary resources to ensure that a seamless transition occurs throughout the implementation of services. Leading our Operations, Administrative and Account Management effort throughout the implementation of the 90-day Transition Plan and beyond is Anthony Johnson, the proposed G4S Project Manager for MDT. Additionally, Anthony will serve as the single Point of Contact to ensure that our transition plan is coordinated and delivered as determined by MDT staff, while maintaining an efficient and effective flow of information between our transition team and MDT.

G4S Proposed Project Manager - Anthony Johnson



Anthony has over 34 years' experience in security. Anthony joined G4S in 2001 as a Project Manager for a local university and has held numerous roles to include serving as the Operations Manager on the Miami-Dade Transit Security Guard contract from 2008 through 2009 where he reported directly to the Project Manager, while working closely with MDT management. As G4S Operations Manager on the MDT project, Anthony direct reports were the Administrative Supervisor, Shift Commanders, Sector Supervisors, Transit Officers and Dispatchers. His duties and oversight responsibilities included; Payroll & Billing, Labor Scheduling, Post Orders development, review and

updates, FTA Drug Testing Compliance, License Compliance, Quartermaster Administration, Secure Trax® Mobile Reporting Compliance and Client Relations. Prior to joining G4S, Anthony served as a Senior Noncommissioned Officer for the United States Air Force for 22 years, where his duties included Operations Superintendent of the 30th Security Forces Squadron in Vandenberg Air Force Base, California. As Operations Superintendent, Anthony commanded and ensured the daily supervision, training, and development of over 425 personnel assigned to 16 diverse military divisions assigned to the Squadron. Divisions included Law Enforcement, Base Security, Operations Support, Confinement, Physical Security, Police Services, Fish and Game, Investigations, Resource Protection, and Plan and Programs. Responsible for creating and implementing operational policies and procedures for 102 protection level resources and over 8,000 military and civilian personnel located throughout the 98,000 acres installation. In addition to Operations Superintendent, Anthony held the following positions during his 22 years of service in the U.S. Air Force:

- Chief of Quality Control - 30th Security Forces Squadron Vandenberg Air Force Base
- Flight Leader - 30th Security Forces Squadron Vandenberg Air Force Base
- Flight Sergeant - 30th Security Forces Squadron Vandenberg Air Force Base
- Superintendent of Administration and Reports Flight - 39th Security Police Squadron, Incirlik Air Base, Turkey
- Noncommissioned Officer In Charge/Security Police Armory - 5th Security Police Squadron, Minot Air Force Base, North Dakota

Anthony also holds an Associates of Science Degree in Administration of Justice from Alan Hancock College, an Associates of Science Degree in Industrial Security from the Community College of the Air Force, and a Bachelors of Arts Degree from St. Thomas University. In accordance with the



requirements listed in the ITB for the position of Project Manager, Anthony meets the following qualifications:

- State of Florida M License - # MB1000199
- Valid State of Florida Driver's license
- Bachelor's Degree with a minimum of two years of security management and operations experience within the past five years

G4S Proposed Crime Analyst - Juan A. Casal



G4S has identified and highly recommends Juan Casal for the MDT Crime Analyst position. Juan has over eight (8) years' experience in the security industry joining G4S in 2005 as a Miami-Dade Transit Security Officer before being promoted to Crime Analyst on the project. Juan served on the MDT project for three (3) years from 2006 to 2009. During the transition period, Juan will work in coordination with the Project Manager and MDT management to ensure that the duties, tasks and responsibilities outlined by MDT for the position of Crime Analyst are defined. This will serve as the cornerstone which will guide Juan towards delivering on the crime reporting

requirements set by MDT.

Juan is a retired Peace Officer with the California Department of Corrections. He has extensive experience compiling, managing and analyzing computer data, developing statistical reports, and crime trend and data analysis. Juan holds an Associate of Science Degree in Computer Science from Bakersfield College. Additionally, he maintains an active Security Officer, State of Florida Class "D" License (F.S. 493). In accordance with the requirements listed in the ITB for the position of Crime Analyst, Juan meets the following qualifications:

- Has a minimum of three years of experience compiling, managing and analyzing computer data, preparing ad-hoc statistical reports, applying statistical methods and handling database applications.
- Valid Florida Driver's license

Crime Analysis - Protocol and Procedures Development

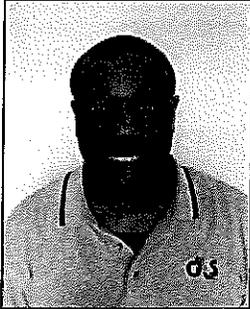
During the transition period, G4S' Proposed Crime Analyst for MDT, Juan Casal, will work directly with MDT Management in order to become familiar with the existing software as well as identify the crime tracking and reporting protocols and develop the database necessary to analyze and report on crime trends affecting MDT. By date of service commencement, Juan will be able to accomplish the following tasks and responsibilities as required by the ITB:

- Identify evolving or existing crime patterns and series
- Forecast future crime and incident trends
- Perform target profile analyses
- Provide data to support departmental planning activities
- Use of methods, practices and procedures involved in processing and maintaining Uniform Crime Reporting statistics



- Prepare and conduct presentations of statistical reports to staff and internal forums

G4S Proposed Dispatcher Supervisor – Michael Green



Based on Michael Green's extensive experience in the G4S Communication Center, located in South Florida, G4S has identified his qualifications to meet the scope of work and responsibilities for the MDT Dispatcher position. Michael has over 26 years' experience in the security industry joining G4S in 1987. Michael has held numerous positions within the company; however, he has held the G4S Communication Specialist/Dispatcher position since 1991. This position is key to G4S Communications Center operations, which ensures that we provide consistent support to our clients across the U.S.. Showcasing strong communication and customer service skills, along with the

ability to work diligently and professionally under stress, are important attributes and skills need for this position. Michael has experience with radio communications, video equipment, emergency management, field supervision, managing inventory, and staff scheduling and training of new employees. In accordance with the requirements listed in the ITB for the position of Unarmed Dispatcher, Michael meets the following qualifications:

- High school diploma
- Minimum of two years of customer service experience

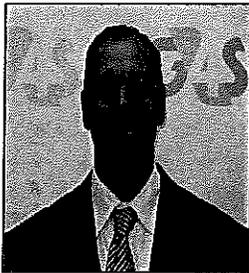
Dispatch & Communications - Equipment Installation and Procedures Development

G4S has designated Michael Green to serve as Dispatcher Supervisor for the MDT project. Throughout the transition period, Michael will be working closely with the Project Manager and MDT Communications Personnel and Management, as well as Cooper General Corporation of Miami, Florida, our designated radio vendor, to ensure that all necessary equipment including the Harris P25/EDACS/OpenSky 700/800 radio console is installed, tested and fully operational by the service commencement date. Cooper General Corporation was formed in 1978 and supplies wireless systems, radios, and provides engineering, maintenance and training services. They are a Factory Authorized Harris Service Center, and provide systems design, installation and integration services for Harris. Working with our Project Manager and MDT staff, Michael will assist in developing the Post Orders that will drive the training and procedures that dispatch personnel assigned to the contract will undergo and adhere to. Upon commencement of services, Michael will serve as G4S Dispatcher Supervisor ensuring that the use of radios, consoles and telephones as well as the viewing of CCTV cameras and dispatching services is being conducted consistent with Posts Orders. Michael will oversee that computer logs are maintained in accordance with the requirement of the ITB.

- ***Human Resources - Transitioning Incumbent / Hiring New Officers, Orientation & Payroll Setup***

G4S Human Resources Manager, Ronald Fagan, working in tandem with G4S Military Veteran Recruiting Manager, Brian Reynolds, will oversee the hiring of personnel to include completing all required employment eligibility verification and paperwork, conducting pre-employment screening, delivering new-hire orientation documentation (*Security Officer Handbook, Safety Handbook, policies & procedures, etc.*). Additionally, Ronald will coordinate with our Project Manager and MDT staff to ensure that our payroll is programed and linked to our billing system and available for review

by MDT personnel in our customer service portal, G4S Insight. Similarly, Ronald will work with MDT management to identify incumbent security personnel whom MDT wishes to retain as they have demonstrated a successful service history. These individuals will be offered an opportunity to apply for employment and upon passing G4S stringent background investigation they will be offered a position on MDT as a G4S officer.



Human Resources Manager – Ronald Fagan

Ronald has over 17 years' experience in the security industry with G4S. Ronald joined G4S in 1997 as a Custom Protection Officer® and has held several key positions since, including road captain, site captain, account manager and Human Resource Manager, the position that he has occupied since 2011. Ronald is a member of the Florida Bar (inactive status) and holds a Juris Doctor Degree from DePaul University. Ronald also proudly served in the U.S. Army Reserve from 1989-1997.

Military Veteran Recruiting Manager – Brian Reynolds



Brian has been a member of G4S for 25 years. Over the last 12 years, Brian has spearheaded the recruitment of military veterans in Miami-Dade for our Custom Protection Officer® Program, starting with the Stop Loss initiated by the Department of Defense during the initial build-up of troops leading to the Iraqi War. Brian was instrumental in recruiting thousands of veterans which have made G4S their employer of choice after serving their country honorably. G4S has hired more than 12,900 veterans nationwide since the inception of the Joining Forces initiative in 2011, in large part due to the efforts of Brian's Veterans Recruitment Program. Brian will be a dedicated

resource during the transition period so that we may ensure that the highest caliber of personnel meeting the requirements of the ITB are hired and placed on the account.

▪ **Training - Deliver Training on Contractual Mandated Items**

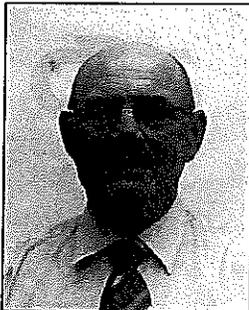
Upon the approval of MDT, G4S Training Manager, Bill Winstel, will work directly with our corporate training team and MDT Management to ensure the training programs, which conforms to Chapter 493 of the Florida Statutes and Sections 5N-1.134 and 5N-1.140 of the Florida Administrative Code, are established and delivered in accordance with the contract. This includes ongoing documentation of the training conducted and completed. These records will be inserted into the officers' individual personnel file and available to MDT via the secure web-based customer portal, G4S Insight. Additionally, G4S will establish calendar timelines to ensure that ongoing refresher training is conducted per contract terms. All assigned officers will meet the specified score requirements on the final written examination at the end of the training session to ensure the officer has mastered the material and is proficient and knowledgeable of its content and purpose. The training requirements, including refresher training, will be delivered as required by the ITB. This training includes:

- Project Manager, Supervisors and Dispatcher Training
- Employee Orientation
- Site Orientation
- Drug and Alcohol Policies and Procedures
- Communications Techniques
- Emergency Preparedness



- MDT Safety
- Firearms, Shotgun and Weapons Training to include firearms and shotgun range qualification
- First Aid/CPR
- Tactical Responses
- Policy on Random Drug Testing
- Training on Drug and Alcohol in compliance with Federal Transit Administration
- Patrolling Techniques
- Additional Training as defined in ITB

G4S Training Manager – William “Bill” Winstel



William L. “Bill” Winstel, MS, G4S Training Manager/American Heart Association (AHA) Training Center Faculty/Regional Trainer, has over 19 years’ experience in the security industry and possess both the DI and K Licenses required by the State. Bill conducts training for G4S officers, conducts management training, adheres to the curriculum development as mandated by Florida Statute, Chapter 493, and conducts senior management training on an as-needed basis. In addition, Bill provides education, training and curriculum development on law enforcement and security related topics. Bill is a Certified Firearms Instructor for Law Enforcement/Private Security

and is a G4S AHA Training Center Faculty and Instructor Trainer for the Management of Aggressive Behavior. Prior to joining G4S, Bill retired after serving with the United States Navy for 20 years. In addition to holding numerous certifications, Bill has his Bachelor’s Degree in Education from Southern Illinois University and his Master’s Degree in Criminal Justice from Florida International University.

▪ ***Purchasing — Equipment & Uniforms Procurement & Delivery***

Paul Burbridge, Regional Director of Operations and Shared Services, will oversee the procurement and issuance of the Biometric Time Keeping Solution, uniforms, equipment and supplies using our online e-procurement system. Our equipment orders are directed from the G4S warehouse and pre-approved vendors to expedite delivery, ensure accuracy and reduce costs through purchase volume discounts. Paul will work closely with the Project Manager, vendors and MDT staff to oversee the delivery, installation and/or assignment of all equipment components outlined in the ITB. Paul will also oversee the quality control inspections prior to commencement of services to ensure that all equipment is performing in accordance with manufacturer specifications and in compliance with MDT’s contractual requirements.

G4S Regional Director, Operations and Shared Services - Paul Burbridge



Paul supports each Florida office in the areas of Operations, Human Resources, Administration, and Compliance. Paul joined G4S in 1997 as a Field Supervisor and has held every management position in our field office structure. Paul was promoted to Director of Field Support in 2007. He served over 14 years in the United States Army, including years with Special Operations Command’s 1st Ranger Battalion. Paul is a graduate of numerous Leadership and Operations courses provided by the US Army and by the G4S North America Training Institute.



- **Technology — Secure Trax®, RISK360™ & G4S Insight technology setup & training**
Upon notification of award, G4S Manager of RISK360™ and Secure Trax® Implementation, Peter-Jon Doxee, will be assigned and dedicated to conduct the setup of Secure Trax, RISK360 and the G4S Insight customer web portal that will integrate with our Biometric Time Keeping platform. G4S Biometric Time Keeping solution will be integrated with open-architecture analytical software that will provide MDT online access to timekeeping, invoicing and real-time monitoring of G4S personnel time and attendance as required by contract. Peter-Jon will work with MDT Management, the Project Manager and support team to focus on the customization of the outlined technology. Once completed, G4S Regional Technology Support will provide onsite support to include training, as needed.

G4S Regional Secure Trax® and RISK360™ Manager- Peter-Jon Doxee



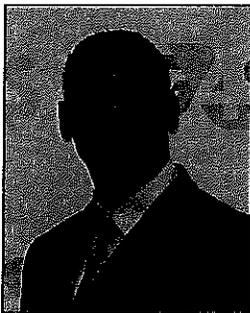
Peter-Jon Doxee joined G4S in 2007 after retiring as a Chief Petty Officer for the United States Navy where he served over 21 years. Peter-Jon has worked in several capacities since joining G4S, to include but not limited to; being the Project Manager at up-scale residential communities in Miami-Dade County. He also has held the title of Area Supervisor managing 12 local Miami accounts as well as the Lead Captain on a nationally recognized banking client account which supports over 50 Miami locations, the position Peter-Jon held prior to being promoted to his current position of Regional Secure Trax and RISK360 Manager in 2012. In this role, Peter-Jon oversees the

deployment of these security technology tools to include the training of end users in their use and functionality.

Transition Team and Account Support

The G4S Miami Area Office will support the 90-day Transition Plan and team as well as the MDT project and ensure that all of G4S resources are ready to meet and exceed all service requirements in regard to this contract. Leading the Miami Area Office is General Manager Orlando Aguilera.

G4S General Manager - Orlando Aguilera



Orlando Aguilera is the General Manager overseeing G4S local operations for our Miami Area Office which will support the MDT project and ensure that all of G4S available resources are ready to deliver on MDT's service requirements. Orlando is a retired law enforcement executive having served 27 years with the Hialeah Police Department where he retired as their Deputy Chief before joining G4S over four (4) years ago. Orlando holds a Bachelor of Science Degree from Florida International University (summa cum laude), Associate in Arts Degree from Miami Dade College and is a graduate of the FBI National Academy – Session 229.

FULLY MAPPED PROCESS - TRANSITION PLAN

Our step-by-step plan outlines each individual task, assigns team members, establishes specific milestones and monitors the weekly progress of each task. The chart below summarizes the 90-day transition activities and timeline for G4S, and we will adapt and modify it based on MDT's requirements.



Deliverables	WEEKS BEFORE START				SERVICE STARTS
	12-10	9-7	6-4	3-1	
Project Manager Communication with MDT					
Transition team meets with MDT					
Transition team meets with SBE-subcontractor					
Biometric Time Keeping Solution purchase					
Harris P/25 OpenSky Equipment purchase					
Quality Assurance Plan preparation					
Recruit incumbent & new personnel					
Applicant interviews					
Order patrol vehicles					
Order equipment					
Conduct background investigations					
Offers of employment					
Conduct security surveys					
Review/Write Post Orders					
Classroom Training of Project Manager, Supervisors, Dispatchers & Officers					
Firearms Training and Range Qualifications (including shotgun)					
Biometric Time Keeping Solutions installed and tested					
Issue uniforms/equipment					
OpenSky Communications Consoles installed and tested					
Quality Assurance Plan Presented					
Create master schedules/assign personnel					
Place equipment/forms on posts					
On-the-job training					
Contract commences					
Contract Compliance/Quality Control					
TRANSITION WEEKS	1-3	4-6	7-9	10-12	Service Starts



The following is a description of our transition plan that identifies key activities and when they occur:

Transition Weeks 1-3

- Contract is finalized & G4S' Transition Team forms
- Our transition team meets MDT representatives weekly through the service start date
- Recruit Personnel (New Officers & Incumbents approved by MDT)
- Transition Team meets with SBE Subcontractor
- Biometric Time Keeping Solution equipment is purchased
- Harris P/25 OpenSky radio equipment is ordered and purchased
- Vehicles, Firearms, and equipment is ordered and purchased
- Quality Assurance Plan begins to be drafted in cooperation with MDT Management
- Personnel Recruitment commences
- Applicant Interviews commences

G4S will extend employment opportunity to those incumbent officers whom MDT administrators wish to retain and give the opportunity to complete our hiring process. Our online application process helps facilitate hiring by eliminating the need for incumbent officers to come to the contractor's office to fill out an application, or the cumbersome and undesirable process of dropping off/picking up stacks of applications at MDT locations. The incumbents who successfully pass G4S stringent background investigation, screenings, meet the assignment criteria stipulated in the contract, and are approved by MDT will receive G4S employment on the MDT account.

G4S will recruit new officers in accordance with the First Source Hiring Referral Program (FSHRP) as required in Section 1.46 of the Miami-Dade County Bidder's General Terms and Conditions. To this extent, G4S will first notify the South Florida Workforce Investment Board (SFWIB), the designated referral agency, of the vacancies and list the vacancies with SFWIB in accordance with the Code. The goal of G4S is to fill no less than 50% of its vacancies through the SFWIB. Vacancies not filled through this effort will be filled through the use of our award-winning G4S Career Center, an online community and resource for job seekers. In addition to G4S Career Center, we will recruit using traditional methods, such as our Military Recruitment Program, newspaper ads, state employment services, employee referrals, local police and sheriff's departments, and federal law enforcement organizations.

Transition Weeks 4-6

- Conduct Pre-employment Applicant Processing and Background Investigation

Our HR Manager, Ronald Fagan, and members of his team will conduct the following pre-employment procedures and administer, through G4S' Compliance & Investigations Division the following background screening for every employee assigned to the MDT contract.

- Psychological Evaluation performed by an independent licensed practitioner
- Drug & Alcohol Screen (10-Panel Urinalysis) by an Independent Drug-Screening Clinic
- Physical Fitness / Medical Exam in accordance with the standards outlined in the ITB



- Identity Verification - Social Security Verification, Specially Designated Nationals & Blocked Persons List Check
- Employment/Unemployment Verification (7 years) - full activity history including periods of unemployment 60 days or greater
- Education Verification - Highest level completed
- Criminal Records Check (7 Years) - FDLE and NCIC & County criminal checks and Sex Offender Registries Nationwide in accordance with F.S.S. 311.12.
- Driver's License Check
- DD-214 - Military Discharge Document with Discharge Status -for prior military
- Form I - 9 Verification through E-Verify to verify the identity and employment eligibility of all persons hired to work in the United States - by Federal Law

- Offers of Employment

G4S will offer employment only to those candidates who have successfully passed all steps of our hiring process and that meet MDT's qualification requirements and approval. Our HR team member will notify the successful candidates and they will be invited to continue with the G4S new hire process.

- Conduct Surveys

With MDT's permission, our Operations team member will conduct a general security survey of MDT locations under contract. We will use this survey to identify, along with MDT, a baseline security/risk posture, and also to potentially identify any immediately apparent security vulnerabilities.

- Review/Write or Refresh Post Orders

Based on MDT's security plan and findings from our survey, we will create Post Orders for each post based at MDT locations. Post Orders will be for general, specific and emergency procedures, and will be stored at the respective MDT locations.

G4S supervisors will use Post Orders to train officers at their assigned posts. Additionally, Post Orders will be the basis for post inspections carried out by G4S supervision and management.

- Order Uniforms/Equipment

G4S will order uniforms, equipment and supplies using our online e-procurement system. Our technology orders direct from the G4S warehouse and pre-approved vendors to expedite delivery, ensure accuracy and reduce costs through purchase volume discounts. Our Regional Director of Operations, Paul Burbridge will oversee the ordering of all materials as well as quality control on deliveries, installation, testing and uniform alterations as needed.

Transition Weeks 7-9

- Project Manager, Supervisors and Dispatcher Training

G4S Training Manager, Bill Winstel, will oversee the training of the project manager, supervisor and dispatcher candidates who successfully pass our hiring process, as well as incumbent candidates



who have been identified and approved by MDT. The Project Manager, Supervisor and/or Dispatcher specific training shall include:

- Supervisory Responsibilities
 - Training Skills Development
 - Leadership Development
 - Authority and Control
 - CCTV Camera Procedures
 - Interpersonal Skills - dealing with the elderly, people with special needs, disabilities or mental illness
 - Management skills for Supervisors
 - Time Management
 - Motivation
 - Ethics Training
 - Use of radio, console and telephone
 - CCTV Viewing procedures and dispatching per Post Orders
 - Use of Q codes and radio signal codes
 - Computer Log
- Classroom & Firearm Qualification Training

Our Training Manager will implement the training program and plan as designed by MDT through the resources available at the G4S North America Training Institute. Training material will be consistent with the knowledge, skills and abilities necessary to perform their general responsibilities in accordance with MDT's contractual requirements.

Transition Weeks 10-12

- Create Master Schedules

G4S will create an Installation Schedule for staffing of all MDT locations to cover post hours, number of officers at each post, and skills needed. The schedule is entered into the G4S Labor Scheduling System and includes pay and billing information. We prepare the schedule as far in advance as practical to give officers early notice of their work schedule and days off.

- Issue Uniforms/Equipment

G4S will issue uniforms and equipment, documenting the number of items issued, date of issuance, employee's signature and initials, and witness signatures in the G4S Uniform and Accessories Record. Officers will receive training in proper uniform wear and care during their initial orientation.

- Assign Personnel to Schedules

In every case possible, officers will be assigned to schedules that are suited to their personal background, personality, appearance, and desires, thereby contributing to a higher level of personal performance. Officers will not exchange scheduled shifts or days off without first obtaining approval from their G4S supervisor.



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- **Place Equipment/Forms on Post**

Supervisors will deliver to the posts the necessary tags, equipment, forms and supplies prior to the day service starts. The officer will use these materials as Post Orders dictate, and pass them on to the relieving officer.

- **Install and Test Biometric Timekeeping System**

With the support of G4S Systems Development & Implementations team the Biometric Time Keeping (BTK) devices will be installed at each MDT post of assignment upon receipt of written approval by MDT of installment locations. The BTK devices will be tested for accuracy and integrated into the payroll processing and invoicing. Finally, the data will be visible to MDT through G4S Insight, our web based customer portal.

- **Install and Test Dispatcher Console and Handheld Radio Equipment**

Through our communications vendor, Cooper General Corporation, our transition team will ensure proper installation and testing of the Harris P25/EDACS/OpenSky control station consoles along with the Harris P25/EDACS/OpenSky handheld radio units prior to the service commencement date. G4S will purchase and maintain ready for emergency deployment 100 spare radios of the same make and model in accordance with the ITB requirements.

Transition Week 12

- **On-The-Job Training**

G4S will conduct on-the-job training with officers at their assigned MDT locations and for any incumbent officers changing positions. Our training team members, G4S supervisor and incumbent officers familiar with the post and its responsibilities will assist in this final training prior to service commencement.

- **Contract Compliance and Quality Control**

During the final week of transition, all tasks are finalized to ensure contract compliance and Quality Assurance Plan is presented after review and approval by MDT management. On-the-job training continues during the last week of transition.

Week 1 – Contract Period

- **Contract Commences**

G4S will continue its transition focus and efforts through the contract commencement date. Similarly, we will continue to make regular site visitations to observe our operations, follow up with any request or issues, and communicate status to MDT's management representatives in a timely manner. Our G4S management representatives, including our Project Manager, Anthony Johnson, are always available to be contacted by cell and email in addition to these scheduled site visits.



CONSTANT & PROACTIVE COMMUNICATIONS — TRANSITION REPORTING

G4S will keep MDT Management informed regarding the status of pre-start-up activities, as well as up-to-date activities throughout the transition process. We will do this through several communications channels, including:

- Daily interaction and in-person meetings leading to the commencement of service
- Phone, email & text messages for communications requiring more immediate response
- 24/7 availability of the Project Manager, Anthony Johnson and management team

RETAINING THE BEST — HIRING INCUMBENT OFFICERS

G4S welcomes the opportunity to identify incumbent officers whom MDT may have an interest in retaining on the contract as a result of their demonstrated service history. In an effort to minimize any disruption of services G4S will prioritize the hiring process for those officers MDT wishes to retain and G4S will offer them employment upon the successful completion of their background investigation, medical and psychological review.

To minimize your incumbent officers' concerns, we request that MDT staff permit G4S to announce that our representatives would like to meet with the current staff, either before or after their shift. During these informal meetings, we will answer their questions, introduce them to G4S management personnel, and provide employment application packages for them to complete.

These meetings allow incumbents to familiarize themselves with G4S and we get to know them as individuals.

CONTINUOUS IMPROVEMENT — POST-TRANSITION SATISFACTION

Satisfaction Survey

Having worked in coordination with MDT management and staff since the commencement of the transition period through the service start date, G4S shall remain equally committed towards delivering the highest caliber of service to MDT beyond the commencement date and throughout the entire contract period. As we seek continuous improvement in our service delivery we will ask for MDT's feedback regarding your satisfaction with the transition. This information is documented and provides lessons learned and benchmarks to assess our improvement progress. G4S seeks and welcomes MDT's advice and counsel and will use the information gleaned through such process to deliver our services as designed and approved by MDT and within the terms and conditions of the contract.

90-Day Control Plan

In line with the principles of ISO and G4S's ongoing efforts to continuously improve, the G4S Management team will implement a 90-Day Control Plan which will be in line with the approved Quality Assurance Plan. The 90-Day Control Plan involves the ongoing monitoring of newly transitioned sites through follow-up activities to ensure the resolution of any issues that may arise during the initial 90



days following the transition. In an effort to achieve the highest caliber of service, G4S management will remain available and transparent to MDT staff and we will prescribe to our mutually agreed to Quality Assurance Plan throughout the remaining period of the contract in order to drive service excellence.

Contract Compliance & Quality Assurance

Prior to the service commencement date, G4S shall prepare and submit for MDT approval the Quality Assurance Plan (QAP) that will serve to ensure that all requirements of the contract are met. The QAP shall include:

- A Contractual Review Plan – identifying the activities to be inspected, including scheduled and unscheduled frequency of inspections, the methodology to be employed and the functional title and rank of the person(s) who shall perform the inspections.
- Corrective Action Procedures – shall establish the procedure that will be adhered to in responding and correcting any service deficiencies identified by MDT. This shall include an outlined time-frame in which the corrective action shall be completed along with the terms and conditions in which a formal written request for time extension will be submitted for approval by the County in the event that additional time is needed if unusual circumstances are experienced.
- Price cap - Addendum 7 to BW9808-0/22 acknowledges that the Living Wage mandates could cause the contract aggregate amount to exceed \$112,395,049.00 over the life of the contract. In reliance upon Addendum 7, G4S anticipates the County will adjust the cap accordingly. G4S' offer is conditioned upon this view of Addendum 7.

The QAP shall serve as the foundation for contract compliance. To this extent, G4S management will conduct periodic review of all contractual requirements and services as identified in the solicitation and related contractual documents and map our performance against those requirements through the QAP. Any changes to the QAP shall be submitted to the County Contract Administrator for approval.

BID SUBMITTAL FORM & PRICE

MIAMI-DADE COUNTY

BID NO.: BW9808-0/22 *

**SECTION 4
BID SUBMITTAL FORM**

Submit Bid To:
CLERK OF THE BOARD
Stephen P. Clark Center
111 NW 1st Street
17th Floor, Suite 202
Miami, Florida 33128-1983

OPENING: 2:00 P.M.

May 28, 2014



**PLEASE QUOTE PRICES F.O.B. DESTINATION, FREIGHT ALLOWED, LESS TAXES,
DELIVERED IN MIAMI-DADE COUNTY, FLORIDA.**

NOTE: Miami-Dade County is exempt from all taxes (Federal, State, Local). Bid price should be less all taxes. Tax Exemption Certificate furnished upon request.

Issued by:
Lydia Osborne

ISD/PM

Date Issued:
May 13, 2014

This Bid Submittal Consists of
Pages 55 through 60

Sealed bids subject to the Terms and Conditions of this Invitation to Bid and the accompanying Bid Submittal. Such other contract provisions, specifications, drawings or other data as are attached or incorporated by reference in the Bid Submittal, will be received at the office of the Clerk of the Board at the address shown above until the above stated time and date, and at that time, publicly opened for furnishing the supplies or services described in the accompanying Bid Submittal Requirement.

**Title:
Security Guard Services for MDT**

A Bid Deposit in the amount of \$10,000 the total amount of the bid shall accompany all bids.

A Performance Bond in the amount of 20% of the total annual amount of the bid will be required upon execution of the contract by the successful bidder and Miami-Dade County.

DO NOT WRITE IN THIS SPACE	
ACCEPTED _____	HIGHER THAN LOW _____
NON-RESPONSIVE _____	NON-RESPONSIBLE _____
DATE B.C.C. _____	NO BID _____
ITEM NOS. ACCEPTED _____	
COMMODITY CODES: 96480; 99046; 99067	
Procurement Contracting Officer:	Lydia Osborne

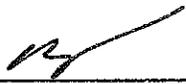
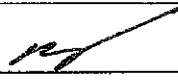
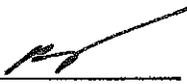
FIRM NAME G4S Secure Solutions (USA) Inc.

RETURN ONE ORIGINAL AND TWO COPIES OF BID SUBMITTAL PAGES AND AFFIDAVITS.

FAILURE TO SIGN THE BID SUBMITTAL FORM IN SECTION 4 WILL RENDER YOUR BID NON-RESPONSIVE.

**SECTION 4
PRICE SUBMITTAL FORM
Security Guard Services for MDT**

4.1 Minimum Qualifications Checklist

Summarized Requirement		Initial as Completed
Section 2.5.1	Bidders shall have a Class "B", Security Agency, or Class "BB" License, Security Agency Branch Office License, issued by the State of Florida, Division of Licensing, as of the bid submittal due date. A copy of the license is attached.	
Section 2.5.2	The Bidder must submit a bid security in the amount of \$10,000, with the bid submittal. Bid surety is attached.	
Section 2.5.3	The Bidder must provide with the bid submittal, a 90 day Transition Plan that outlines all activities of the 90-day transition, and shall include Administration, Purchases, Training, Operations, Technology, and Human Resources. A copy of the 90 Day Transition Plan is attached.	

4.2 Proposed Prices/Rates

INSTRUCTIONS:

Bidder is requested to fill in the applicable blanks on this form and to make no other marks. The County will extend Prices/Rates to calculate the total aggregate eight-year price.

GROUP A: SECURITY GUARD PERSONNEL (HOURLY RATES)

Refer to Sections 3.4 and 3.5.

Personnel	Unit of Measure	A	B
		Estimated Annual Hours	Rate per Hour
Armed Security Officer	Hours	506,374	\$ 22.17
Armed Supervisor	Hours	63,693	\$ 27.66
Unarmed Dispatcher	Hours	16,243	\$ 24.09

Extended Prices = A X B X 8

**SECTION 4
PRICE SUBMITTAL FORM
Security Guard Services for MDT**

GROUP B: SECURITY GUARD PERSONNEL (ANNUAL RATES)

Refer to Sections 3.4 and 3.5.

Personnel	Unit of Measure	A
		Rate per Year
Project Manager	Year	\$ 128,913.12
Crime Analyst	Year	\$ 73,476.72

Extended Prices = A X 8

GROUP C: SPECIAL EQUIPMENT (MONTHLY RATES)

Refer to Section 3.26.

Special Equipment	Unit of Measure	A	B
		Estimated Units	Monthly Rate Per Unit
Use of Licensed Motor Vehicle	Each	6	\$ 1,864.00
Use of Golf Cart	Each	4	\$ 350.00

Extended Prices = A X B X 12 X 8

GROUP D: SPECIAL EQUIPMENT ONE-TIME CHARGE

Refer to Sections 3.26 and 3.3(2)(f)

Special Equipment	Unit of Measure	A	B
		Estimated Units	One-Time Charge Per Unit
Bicycles	Each	10	\$ 600.00
Mobile Video Devices	Each	75	\$ 110.00

Extended Prices = A X B

NOTES:

- 1) The one-time charge for Bicycles shall not exceed \$600 per bicycle and shall include the cost of the bicycle, regular maintenance, repairs, etc.
- 2) The one-time charge for EMVDs shall include the cost of the device, data/wireless plan service, regular maintenance, repairs, replacement etc.

SECTION 4
BID SUBMITTAL FOR:
Security Guard Services for MDT

ACKNOWLEDGEMENT OF ADDENDA

INSTRUCTIONS: COMPLETE PART I OR PART II, WHICHEVER APPLIES

PART I:

LIST BELOW THE DATES OF ISSUE FOR EACH ADDENDUM RECEIVED IN CONNECTION WITH THIS BID

Addendum #1, Dated May 19, 2014

Addendum #2, Dated May 19, 2014

Addendum #3, Dated May 21, 2014

Addendum #4, Dated May 22, 2014

Addendum #5, Dated May 28, 2014

Addendum #6, Dated May 29, 2014

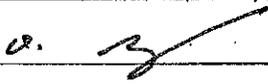
Addendum #7, Dated May 30, 2014

Addendum #8, Dated _____

PART II:

NO ADDENDUM WAS RECEIVED IN CONNECTION WITH THIS BID

FIRM NAME: G4S Secure Solutions (USA) Inc.

AUTHORIZED SIGNATURE: 

DATE: 06-02-2014

TITLE OF OFFICER: General Manager



BID SUBMITTAL FORM

Bid Title: Security Guard Services for MDT

By signing this Bid Submittal Form the Bidder certifies that it satisfies all legal requirements (as an entity) to do business with the County, including all Conflict of Interest and Code of Ethics provisions in Section 2-11 of the Miami-Dade County Code. Any County employee or member of his or her immediate family seeking to contract with the County shall seek a conflict of interest opinion from the Miami-Dade County Ethics Commission prior to submittal of a Bid response or application of any type to contract with the County by the employee or his or her immediate family and file a copy of that request for opinion and any opinion or waiver from the Board of County Commissioners with the Clerk of the Board. The affected employee shall file with the Clerk of the Board a statement in a form satisfactory to the Clerk disclosing the employee's interest or the interest of his or her immediate family in the proposed contract and the nature of the intended contract at the same time as or before submitting a Bid, response, or application of any type to contract with the County. Also a copy of the request for a conflict of interest opinion from the Ethics Commission and any corresponding opinion, or any waiver issued by the Board of County Commissioners, must be submitted with the response to the solicitation.

In accordance with Sec. 2-11.1(s) of the County Code as amended, prior to conducting any lobbying regarding this solicitation, the Bidder must file the appropriate form with the Clerk of the Board stating that a particular lobbyist is authorized to represent the Bidder. Failure to file the appropriate form in relation to each solicitation may be considered as evidence that the Bidder is not a responsible contractor.

The Bidder confirms that this Bid is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a Bid for the same goods and/or services and in all respects is without collusion, and that the Bidder will accept any resultant award. Further, the undersigned acknowledges that award of a contract is contingent upon vendor registration. Failure to register as a vendor within the specified time may result in your firm not being considered for award.

Pursuant to Miami-Dade County Ordinance 94-34, any individual, corporation, partnership, joint venture or other legal entity having an officer, director, or executive who has been convicted of a felony during the past ten (10) years shall disclose this information at the time of bid or proposal submission.

Place a check mark here only if bidder has such conviction to disclose.

By executing this proposal through a duly authorized representative, the proposer certifies that the proposer is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, as those terms are used and defined in sections 287.135 and 215.473 of the Florida Statutes. In the event that the proposer is unable to provide such certification but still seeks to be considered for award of this solicitation, the proposer shall execute the proposal through a duly authorized representative and shall also initial this space: _____. In such event, the proposer shall furnish together with its proposal a duly executed written explanation of the facts supporting any exception to the requirement for certification that it claims under Section 287.135 of the Florida Statutes. The proposer agrees to cooperate fully with the County in any investigation undertaken by the County to determine whether the claimed exception would be applicable. The County shall have the right to terminate any contract resulting from this solicitation for default if the proposer is found to have submitted a false certification or to have been placed on the Scrutinized Companies for Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

LOCAL PREFERENCE CERTIFICATION: For the purpose of this certification, a "local business" is a business located within the limits of Miami-Dade County (or Broward County in accordance with the Interlocal Agreement between the two counties) that conforms with the provisions of Section 1.10 of the General Terms and Conditions of this solicitation and contributes to the economic development of the community in a verifiable and measurable way. This may include, but not be limited to, the retention and expansion of employment opportunities and the support and increase to the County's tax base.

Place a check mark here only if affirming bidder meets requirements for Local Preference. Failure to complete this certification at this time (by checking the box above) may render the vendor ineligible for Local Preference.

LOCALLY-HEADQUARTERED BUSINESS CERTIFICATION: For the purpose of this certification, a "locally-headquartered business" is a Local Business whose "principal place of business" is in Miami-Dade County, as defined in Section 1.10 of the General Terms and Conditions of this solicitation.

Place a check mark here only if affirming bidder meets requirements for the Locally-Headquartered Preference (LHP). Failure to complete this certification at this time (by checking the box above) may render the vendor ineligible for the LHP. The address of the locally-headquartered office is _____.



BID SUBMITTAL FORM

LOCAL CERTIFIED SERVICE-DISABLED VETERAN BUSINESS ENTERPRISE CERTIFICATION: A Local Certified Service-Disabled Veteran Business Enterprise is a firm that is (a) a local business pursuant to Section 2-8.5 of the Code of Miami-Dade County and (b) prior to bid submission is certified by the State of Florida Department of Management Services as a service-disabled veteran business enterprise pursuant to Section 295.187 of the Florida Statutes.

Place a check mark here only if affirming bidder is a Local Certified Service-Disabled Veteran Business Enterprise. A copy of the certification must be submitted with this proposal.

COUNTY USER ACCESS PROGRAM (UAP): Joint purchase and entity revenue sharing program

For the County's information, the bidder is requested to indicate, at 'A' and 'B' below, its general interest in participating in the Joint Purchase Program of the County User Access Program (UAP) described in Section 1.35 of this contract solicitation, if that section is present in this solicitation document. Bidder participation in the Joint Purchase portion of the UAP is voluntary, and the bidder's expression of general interest at 'A' and 'B' below is for the County's information only and shall not be binding on the bidder.

A. If awarded this County contract, would you be interest in participating in the Joint Purchase portion of the UAP with respect to other governmental, quasi-governmental or not-for-profit entities located within the geographical boundaries of Miami-Dade County?

Yes [x] No

B. If awarded this County contract, would you be interested in participating in the Joint Purchase portion of the UAP with respect to other governmental, quasi-governmental or not-for-profit entities located outside the geographical boundaries of Miami-Dade County?

Yes [X] No

Firm Name: G4S Secure Solutions (USA) Inc.

Street Address: 5820 Blue Lagoon Drive, Ste. 300 Miami, Florida 33126

Mailing Address (if different):

Telephone No.: 305-266-2004 Fax No.: 305-264-1774

Email Address: orlando.aguilera@usa.g4s.com FEIN No. 519-084572415

Prompt Payment Terms: 1% 30 days net 45 days (Please see paragraph 1.2 H of General Terms and Conditions)

Signature: [Handwritten Signature] (Signature of authorized agent)

By signing this document the bidder agrees to all Terms and Conditions of this Solicitation and the resulting Contract.

Print Name: Orlando Aguilera Title: General Manager

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER TO BE BOUND BY THE TERMS OF ITS BID AND THE MINIMUM REQUIREMENTS HEREIN. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED ABOVE BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE BID NON-RESPONSIVE. THE COUNTY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER TO THE TERMS OF ITS OFFER.

SMALL BUSINESS ENTERPRISE PROGRAM (SBE)



**SCHEDULE OF INTENT AFFIDAVIT (SOI)
SMALL BUSINESS ENTERPRISE PROGRAM**

THIS FORM MUST BE COMPLETED BY BIDDERS/PROPOSERS FOR PROJECTS WITH SBE MEASURES

Name of Bidder/Proposer G4S SECURE SOLUTIONS (USA) INC Contact Person ORLANDO AGUIERA
 Address 5820 BLUE LAGOON DR. #300 Phone 305 266-2004 Fax 305 261-6511 Email ORLANDO.AGUIERA@G4S.COM
 Project Name SECURITY GUARD SERVICES FOR MDT Project Number BW 9808-0122
 SBE Contract Measure 15%

This section must be completed by the Bidder/Proposer and the SBE Subcontractor that will be utilized for scopes of work on the project

Name of Bidder/Proposer	Certification No. (if applicable)	Certification Expiration Date (if applicable)	Commodity Code	Type of SBE work to be performed by Bidder (if applicable)	Bidder % of Bid
<u>G4S SECURE SOLUTIONS (USA) INC.</u>	<u>N/A</u>	<u>N/A</u>	<u>990.46</u>	<u>SECURITY GUARD SERVICES</u>	<u>85 %</u>
Prime Contractor Total Percentage:					<u>85 %</u>

The undersigned intends to perform the following work in connection with the above contract:

Name of Subcontractor	Certification No.	Certification Expiration Date	Commodity Code	Type of SBE work (Goods and Services) to be performed by Subcontractor	Subcontractor % of Bid
<u>Professional Protection & Investigations Agency</u>	<u>11777</u>	<u>02/28/2015</u>	<u>99046</u>	<u>Security Guard Services</u>	<u>15%</u>
Subcontractor Total Percentage:					

I certify that the representations contained in this form are to the best of my knowledge true and accurate. I affirm that I will enter into a sub-contract agreement with the above listed SBE subcontractor if awarded the listed project.

O. B. Bidder/Proposer Signature ORLANDO AGUIERA Bidder/Proposer Print Name GENERAL MANAGER Bidder/Proposer Print Title 05/29/2014 Date

The undersigned has reasonably uncommitted capacity sufficient to provide the required goods or services, all licenses and permits necessary to provide such goods or services, ability to obtain bonding that is reasonably required to provide such goods or services consistent with normal industry practice, and the ability to otherwise meet the bid specifications.

Cynthia Palacios-Fernandez Subcontractor Signature Cynthia Palacios-Fernandez Subcontractor Print Name President - Chief Executive Officer Subcontractor Print Title 05/21/2014 Date

Check this box if this project is a set-aside and you are performing 100% of the work with your own work forces.



Miami-Dade County
Internal Services Department
Procurement Management Division
Affirmation of Vendor Affidavits

In accordance with Ordinance 07-143 amending Section 2-8.1 of the Code of Miami-Dade County, effective June 1, 2008, vendors are required to complete a new Vendor Registration Package, including a Uniform Affidavit Packet (Vendor Affidavits Form), before being awarded a new contract.

Contract No.: BW9808-0/22 Federal Employer Identification Number (FEIN): 59-0857245

Contract Title: Security Guard Services for Miami-Dade Transit

Affidavits and Legislation/ Governing Body

Table with 2 columns and 10 rows listing various affidavits and legislation such as 'Miami-Dade County Ownership Disclosure', 'Miami-Dade County Vendor Obligation to County', etc.

Orlando Aguilera General Manager
G4S Secure Solutions (Inc.) USA
5820 Blue Lagoon Drive, Ste. 300 Miami, Florida 33126

Notary Public Information

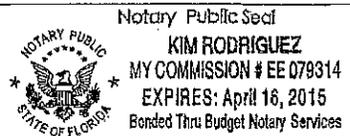
Notary Public - State of Florida County of Miami-Dade

Subscribed and sworn to (or affirmed) before me this 2 day of June 20 14

by Orlando Aguilera He or she is personally known to me [X] or has produced identification []

Signature of Notary Public: Kim Rodriguez
Serial Number: EE079314

Kim Rodriguez 4-16-2015
Print or Stamp of Notary Public Expiration Date



SUBCONTRACTOR/SUPPLIER LISTING
(Miami-Dade County Code Sections 2-8.1, 2-8.8 and 10-34)

Name of Proposer: GHS SECURE SOLUTIONS (USA) INC. FEIN No. 59-0857245

In accordance with Sections 2-8.1, 2-8.8 and 10.34 of the Miami-Dade County Code, this form must be submitted as a condition of award by all Proposers on County contracts for purchase of supplies, materials or services, including professional services which involve expenditures of \$100,000 or more, and all Proposers on County or Public Health Trust construction contracts which involve expenditures of \$100,000 or more. The Proposers who is awarded this contract shall not change or substitute first tier subcontractors or direct suppliers or the portions of the contract work to be performed or materials to be supplied from those identified, except upon written approval of the County. The Proposers should enter the word "NONE" under the appropriate heading of this form if no subcontractors or suppliers will be used on the contract and sign the form below.

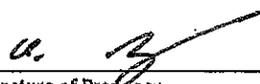
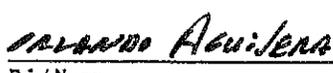
In accordance with Ordinance No. 11-80, an entity contracting with the County shall report the race, gender and ethnic origin of the owners and employees of all first tier subcontractors/suppliers. In the event that the recommended Proposer demonstrates to the County prior to award that the race, gender, and ethnic information is not reasonably available at that time, the Proposer shall be obligated to exercise diligent efforts to obtain that information and provide the same to the County not later than ten (10) days after it becomes available and, in any event, prior to final payment under the contract.

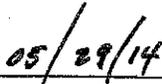
(Please duplicate this form if additional space is needed.)

Business Name and Address of First Tier Subcontractor/ Subconsultant	Principal Owner	Scope of Work to be Performed by Subcontractor/ Subconsultant	Principal Owner (Enter the number of male and female owners by race/ethnicity)								Employee(s) (Enter the number of male and female employees and the number of employees by race/ethnicity)									
			Gender		Race/Ethnicity						Gender		Race/Ethnicity							
			M	F	White	Black	Hispanic	Asian/Pacific Islander	Native American/ Native Alaskan	Other	M	F	White	Black	Hispanic	Asian/Pacific Islander	Native American/ Native Alaskan	Other		
PROFESSIONAL PROTECTION & INVESTIGATIONS AGENCY 9425 SW 72 ST. #A-270 MIAMI, FL 33173	CYNTHIA PALACIOS-FERNANDEZ	Security Guards		1			1					9	2	4	1	9	5	6	1	

Mark here if race, gender and ethnicity information is not available and will be provided at a later date. This data may be submitted to contracting department or on-line to the Small Business Development of the Department of Regulatory and Economic Resources at <http://www.miamidade.gov/business/business-development-contracts.asp>. As a condition of final payment, Proposer shall provide subcontractor information on the Subcontractor Payment Report Sub 200 form which can be found at <http://www.miamidade.gov/business/library/forms/subcontractors-payment.pdf>.

certify that the representations contained in this Subcontractor/Supplier listing are to the best of my knowledge true and accurate.





miamidade.gov

Sustainability, Planning and Economic Enhancement Department
111 NW 1 Street, 19th Floor
Miami, Florida 33128
T 305-375-3111 F 305-375-3160

December 8, 2011

Mr. James Fernandez
PROFESSIONAL PROTECTION & INVESTIGATIONS
AGENCY, INC.
9485 SW 72nd St, Suite # A270
Miami, FL 33173-0000

CERT. NO: 11777
Approval Date: 02/28/2012 - SBE
Expiration Date: 02/28/2015

ANNUAL ANNIVERSARY: 02/28/2013

Dear Mr. Fernandez:

Small Business Development (SBD), a division of Sustainability, Planning and Economic Enhancement Department (SPEED) has completed the review of your application and attachments submitted for certification. Your firm is officially certified as a Small Business Enterprise (SBE) in accordance with section 2-8.1.1.1.1 of the Code of Miami Dade County.

This certification is valid for three years provided there are no changes rendering your firm ineligible for certification. You are required to submit a "Continuing Eligibility Affidavit" annually with specific supporting documents on or before your Anniversary Date as listed above. You will be notified in advance of your firm's Anniversary Date. Failure to comply with the said responsibilities may result in immediate action to decertify your firm. Every three years you will receive a full recertification review that may include an onsite investigation; SBD will also notify you accordingly.

If at any time during the certification period, there is a material change in your firm, including, but not limited to ownership, officers, Director, scope of work being performed, daily operations, affiliations with other business (es) or physical location of the firm, you must notify this office in writing within (30) days. Notification should include supporting documentation. You will receive timely instructions from this office as to how you should proceed, if necessary.

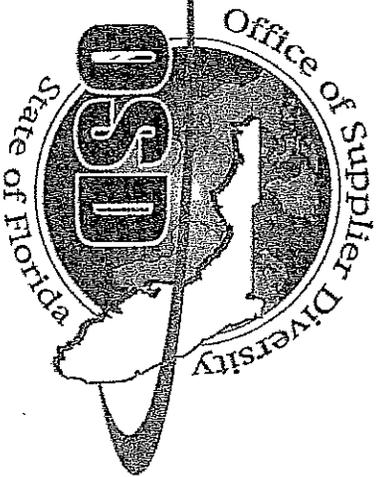
Your company is certified in the following categories as listed below, affording you the opportunity to bid and participate on contracts with small business measures. Please note that the categories listed are very general and are used only to assist our customers in searching the directory for certified firms to meet contract needs. The directory for all certified firms can be accessed on the Miami-Dade County SPEED website <http://www.miamidade.gov/sba>.

Thank you for doing business with Miami Dade County.

Sincerely,

Sheri McGriff, Director
Business Opportunity Support Services
Small Business Development Division
Sustainability, Planning and Economic Enhancement Department

- CATEGORIES: (Your firm may bid or participate on contracts only under these categories)
- GUARD AND SECURITY SERVICES (SBE)
 - INVESTIGATIVE SERVICES (SBE)
 - PATROL SERVICES (SBE)
 - SURVEILLANCE SERVICES (SBE)
 - PROTECTION SERVICES (NOT INCLUDING BUILDINGS) (SBE)



State of Florida
*Minority, Women &
Service-Disabled Veteran*
Business Certification

Professional Protection & Investigations Agency, Inc.

Is certified under the provisions of
287 and 295.187, Florida Statutes for a period from:

06/11/2012 to 06/11/2014

A handwritten signature in black ink, appearing to read "John P. Milles".

John P Milles, Secretary

Florida Department of Management Services
Office of Supplier Diversity

Security Guard Services for MDT

FAIR SUBCONTRACTING PRACTICES
(Miami-Dade County Ordinance 97-35)**FAIR SUBCONTRACTING PRACTICES**

In compliance with Miami-Dade County Ordinance 97-35, the Bidder shall submit with the bid proposal a detailed statement of its policies and procedures for awarding subcontractors in accordance with Section 1, Paragraph 1.15:

Since the formalization of our diversity program in 1990, G4S Secure Solutions (USA) Inc. has been dedicated to increasing the *amount of economic opportunities for diverse suppliers*. Our commitment to the implementation and administration of these initiatives has resulted in the formation of joint ventures, partnerships, and diverse supplier subcontracting relationships across the country. The success of these initiatives is measured in terms of the broader impact spending has in the creation of jobs, the increase and disbursement of wealth within our communities, and the overall increase in spending with diverse supplier partners. G4S Secure Solutions (USA) Inc. continues to broaden the inclusion of diverse suppliers in our daily purchasing decisions for services and commodities; therefore, we proudly support and utilize many minority and women-owned businesses throughout the organization today.

G4S Secure Solutions (USA) Inc.'s company policy (WPO-1513: Minority-Owned Vendor Policy and Procedure) is outlined in the Goal Statement and Objectives below:

Goal Statement

G4S Secure Solutions (USA) Inc. affirms its commitment to building strong, healthy communities across the country by maintaining an active role in facilitating the growth and development of minority and women owned businesses (M/WBEs). Several methodologies are in place to implement and monitor the company's individual and shared goals with its business partners.

Objectives

G4S Secure Solutions (USA) Inc. is dedicated to increasing the amount of economic opportunities for M/WBEs. This will be accomplished by actively seeking certified M/WBEs to bid and compete for goods and services contracts and by sharing increased business opportunities with minority and women owned businesses.

◆ G4S Secure Solutions (USA) Inc. will continue to broaden the inclusion of M/WBEs in our daily purchase decisions for services and commodities. These include: security services labor, uniforms & accessories, printing & advertising, weapons & ammunition, office supplies (to include computer products), radios, vehicles, insurance and other related business support requirements.

◆ G4S Secure Solutions (USA) Inc. will maintain its established long-term partnering relationships with business and government for contracting goals.

◆ G4S Secure Solutions (USA) Inc. is committed to applying its own resources to aid and mentor minority- and women-owned vendors into true partners. The company will provide technical and managerial support and contractual oversight initiatives to include:

- ◇ Business planning
- ◇ Bidding processes
- ◇ Contractual audits
- ◇ Training assistance
- ◇ Payroll funding, if required
- ◇ Supervision and line support
- ◇ Business referrals
- ◇ Technical Quality Processes
- ◇ Assistance to make volume purchases for in-house needs
- ◇ Support in obtaining financing

M/WBE Identification

As stated previously, G4S Secure Solutions (USA) Inc. is dedicated to increasing the amount of economic opportunities for M/WBEs and we accomplish this by actively seeking certified M/WBEs to bid and compete for goods/services contracts and by sharing increased business opportunities. The methods used to identify M/WBEs include an on-line vendor application form on our company website (www.g4s.com/usw) and state/federal minority business organizations. The organizations we currently utilize to identify M/WBEs include:

- National Minority Supplier Development Council
- Regional Affiliate Councils
- CCR.gov
- SBA.gov Dynamic Small Business Search
- City, County and State MBE Development Agencies

The following methods are utilized to identify opportunities for M/WBEs:

- Review of new and existing contracts for products and service that can be sourced to diverse suppliers.
- Examine the database of diverse suppliers to match diverse supplier capabilities with procurement opportunities and needs.
- Conduct searches utilizing City, County, State, Federal, and Minority Council databases to identify and solicit potential diverse suppliers.
- Attend business opportunity workshops, seminars, tradeshow, and conferences as well as participate in matchmaking and networking opportunities.
- Contact diverse supplier trade shows.
- Maintain close liaison with minority and small business associations.

Administration

G4S Secure Solutions (USA) Inc. has the ability to assist its customers in providing administrative support to include:

- ◆ Identification of potential M/WBE subcontractors
- ◆ Coordination of and ensuring due diligence records are on file
- ◆ Monitoring dollar volume for M/WBE activity on the account

Reporting

G4S Secure Solutions (USA) Inc. can provide detailed reports on M/WBE subcontracting activity on the account. These reports can provide information on the type of M/WBE business, the commodity or service provided and dollar volume.

I hereby certify that the foregoing information is true, correct and complete.

Signature of Authorized Representative:  ORLANDO AGUILERA
Title: GENERAL MANAGER Date: 05/29/14
Firm Name: G4S SECURE SOLUTIONS (USA) INC.

LICENSES & TAX RECEIPT

FLORIDA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES

ADAM H. PUTNAM
COMMISSIONER
DIVISION OF LICENSING

ISSUE DATE: 03/11/11

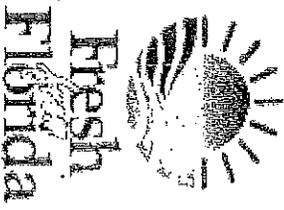
LICENSE NO. AB8700008

THE AGENCY OR SCHOOL NAMED BELOW IS
LICENSED AND REGULATED UNDER THE
PROVISIONS OF CHAPTER 493, FLORIDA STATUTES,
FOR THE PERIOD EXPIRING

JUNE 30, 2014

PRIVATE INVESTIGATIVE & SECURITY AGENCY BRANCH OFFICE

G4S SECURE SOLUTIONS (USA) INC
(MIAMI)
DBA G4S
5820 BLUE LAGOON DRIVE
SUITE 300
MIAMI, FL 33126



ADAM H. PUTNAM
COMMISSIONER

FLORIDA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES

ADAM H. PUTNAM
COMMISSIONER

DIVISION OF LICENSING

03/20/14
DATE ISSUED

06/30/17
DATE OF EXPIRATION

AB8700008
LICENSE NUMBER

G4S SECURE SOLUTIONS (USA) INC (MIAMI)
DBA G4S

5820 BLUE LAGOON DRIVE
SUITE 300
MIAMI, FL 33126

THE PRIVATE INVESTIGATIVE & SECURITY AGENCY BRANCH OFFICE NAMED ABOVE IS LICENSED AND REGULATED UNDER THE PROVISIONS OF CHAPTER 493, FLORIDA STATUTES.



ADAM H. PUTNAM
COMMISSIONER

FLORIDA DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES

ADAM H. PUTNAM
COMMISSIONER

DIVISION OF LICENSING

11/01/12
DATE ISSUED

02/06/15
DATE OF EXPIRATION

DS8800002
LICENSE NUMBER

G4S SECURE SOLUTIONS (USA) INC.
DBA G4S

5820 BLUE LAGOON DRIVE
SUITE 300
MIAMI, FL 33126

THE SECURITY OFFICER SCHOOL OR TRAINING FACILITY NAMED ABOVE IS LICENSED AND REGULATED
UNDER THE PROVISIONS OF CHAPTER 493, FLORIDA STATUTES.



ADAM H. PUTNAM
COMMISSIONER

A handwritten signature in black ink, appearing to read 'Adam H. Putnam', is written over the printed name and title.

000371

Local Business Tax Receipt

Miami-Dade County, State of Florida

-THIS IS NOT A BILL - DO NOT PAY



6749429

BUSINESS NAME/LOCATION

G4S
5820 BLUE LAGOON DR 300
MIAMI FL 33126

RECEIPT NO.

RENEWAL
207191

EXPIRES
SEPTEMBER 30, 2014

Must be displayed at place of business
Pursuant to County Code
Chapter 8A - Art. 9 & 10

OWNER

G4S SECURE SOLUTIONS USA INC
Employee(s) 621

SEC. TYPE OF BUSINESS

213 GUARD PATROL AGENCY
DS8800002

**PAYMENT RECEIVED
BY TAX COLLECTOR**

\$4657.50 07/19/2013
TXHS1-13-033284

This Local Business Tax Receipt only confirms payment of the Local Business Tax. The Receipt is not a license, permit, or a certification of the holder's qualifications, to do business. Holder must comply with any governmental or nongovernmental regulatory laws and requirements which apply to the business.

The RECEIPT NO. above must be displayed on all commercial vehicles - Miami-Dade Code Sec 8a-276.

For more information, visit www.miamidade.gov/taxcollector

000320

Local Business Tax Receipt

Miami-Dade County, State of Florida

-THIS IS NOT A BILL - DO NOT PAY



6749429

BUSINESS NAME/LOCATION

G4S
5820 BLUE LAGOON DR 300
MIAMI FL 33126

RECEIPT NO.

RENEWAL
1941096

EXPIRES
SEPTEMBER 30, 2014

Must be displayed at place of business
Pursuant to County Code
Chapter 8A - Art. 9 & 10

OWNER

G4S SECURE SOLUTIONS USA INC
Employee(s) 21

SEC. TYPE OF BUSINESS

213 PRIVATE INVESTIGATIVE AGENCY
AB8700008

**PAYMENT RECEIVED
BY TAX COLLECTOR**

\$157.50 07/19/2013
TXHS1-13-033288

This Local Business Tax Receipt only confirms payment of the Local Business Tax. The Receipt is not a license, permit, or a certification of the holder's qualifications, to do business. Holder must comply with any governmental or nongovernmental regulatory laws and requirements which apply to the business.

The RECEIPT NO. above must be displayed on all commercial vehicles - Miami-Dade Code Sec 8a-276.

For more information, visit www.miamidade.gov/taxcollector

BID BOND



AIA Document A310™ - 2010

Bid Bond

CONTRACTOR:

(Name, legal status and address)
G4S SECURE SOLUTIONS (USA) INC.
1395 University Blvd.
Jupiter, FL 33458

SURETY:

(Name, legal status and principal place of business)
LIBERTY MUTUAL INSURANCE COMPANY
175 Berkeley Street
Boston, MA 02116

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

OWNER:

(Name, legal status and address)
BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA
111 NW 1st Street, 17th Floor, Suite 202, Miami, FL 33128-1983

BOND AMOUNT: Ten Thousand and 00/100
(\$ 10,000.00)

PROJECT:

(Name, location or address, and Project number, if any)
Invitation to Bid No. BW9808-0/22; Security Guard Services for Miami-Dade Transit Project Number, if any:

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner 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. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 28th day of May, 2014

Jill Divers
(Witness) Jill Divers
Camille M. Cruz
(Witness) Camille M. Cruz

G4S SECURE SOLUTIONS (USA) INC.
(Principal) Julie T. Payne (Seal)
(Title) Julie T. Payne, Senior Vice President
LIBERTY MUTUAL INSURANCE COMPANY
(Surety) Claudette Alexander Hunt (Seal)
(Title) Claudette Alexander Hunt, Attorney in Fact

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. 8413020

American Fire and Casualty Company
The Ohio Casualty Insurance Company

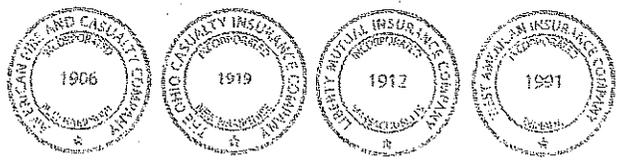
Liberty Mutual Insurance Company
West American Insurance Company

POWER OF ATTORNEY

KNOWN ALL 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, Claudette Alexander Hunt; Joseph M. Pietrangelo; Michael A. Marino

all of the city of Miami, state of FL 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 10th day of January, 2014.



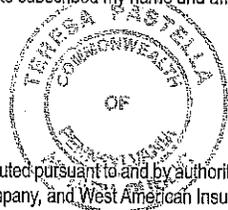
American Fire and Casualty Company
The Ohio Casualty Insurance Company
Liberty Mutual Insurance Company
West American Insurance Company

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

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 10th day of January, 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 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 28, 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.

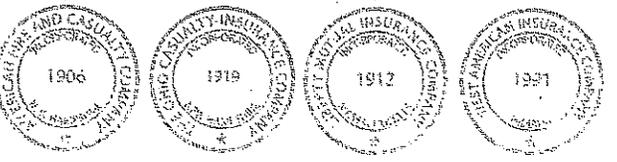
ARTICLE XIII – Execution of Contracts – SECTION 5. Surety Bonds and Undertakings. Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as 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 28 day of May, 2014.



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.