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Contract No.: 795-10158

**Agreement to Supply: SECURITY GUARD SERVICES - EXECUTIVE AIRPORT**

This agreement, made and entered into this the 9 day of February, 2009, is by and between the **CITY OF FORT LAUDERDALE**, a Florida municipality, City Hall, 100 North Andrews Avenue, Fort Lauderdale, FL 33301, hereinafter called the "City" and Contractor:

Name: CSS USA, Inc.

Address: 8066 East Fulton Street City: Ada State: MI Zip: 49301

A Corporation  A Partnership  An Individual  Other: \_\_\_\_\_

authorized to do business in the State of Florida, hereinafter called the "Company" or "Contractor." Witnesseth that: Whereas, the City did issue a Request for Proposal (RFP) for supplying the requirements of the City for the items and/or service listed above for a period of **three years, with two, one year extension options** and the Contractor submitted a proposal that was accepted and approved by the City.

Formal authorization of this contract was adopted by the City Commission on: 1/6/09 Pur-2, CAR 08-1887

Now, therefore, for and in consideration of the mutual promises and covenants herein contained, the parties covenant and agree as follows:

**1. The Company agrees to provide to the City security guard services, during the period beginning 02/21/09 and ending 02/20/12 for the requirements listed above and according to the following specifications, terms, covenants and conditions:**

**a.** This contract form G-110, the Request for Proposal containing General Conditions, Special Conditions, Specifications, addenda, if any, and other attachments forming a part of RFP Number **795-10158** and the Contractor's proposal in response, form a part of this contract and by reference are incorporated herein.

**b.** In construing the rights and obligations between the parties, the order of priority in cases of conflict between the documents shall be as follows:

- 1) This contract Form G-110, Rev. 12/00
- 2) The City's RFP and all addenda thereto
- 3) Contractor's proposal in response to the City's RFP

**c. Warranty:** The Company by executing this contract embodying the terms herein warrants that the product and/or service that is supplied to the City shall remain fully in accord with the specifications and be of the highest quality. In the event any product and/or service as supplied to the City is found to be defective or does not conform to specifications the City reserves the right to cancel that order upon written notice to the Contractor and to adjust billing accordingly.

**d. Cancellation:** The City may cancel this contract upon notice in writing should the Contractor fail to reasonably perform the service of furnishing the products and/or services as specified herein upon 30 days written notice. This applies to all items of goods or services.

**e. Taxes Exempt:** State Sales (85-8013875578C-1) and Federal Excise (59-600319) Taxes are normally exempt, however, certain transactions are taxable. Consult your tax practitioner for guidance where necessary.

**f. Invoicing:** Contractor will forward all invoices in duplicate for payment to the following: Finance Department, 100 N. Andrews Avenue, 6th Floor, Fort Lauderdale, FL 33301. If discount, other than prompt payment terms applies, such discount **MUST** appear on the invoice.

**2. Contract Special Conditions:** The following special conditions are made a part of and modify the standard provisions contained in this contract Form G-110.

**3. Contract Summary:**

a. Attachments:

CSS USA, Inc.'s response to the RFP and a copy of the RFP document.

b. Payment Terms: Net 30

c. Delivery: 14-days

d. Insurance: Yes  No

e. Performance Bond/Letter of Credit: Yes  No

f. Procurement Specialist's Initials: RE

**4. Contractor's Phone Numbers:** Office: 866-462-7786 Cell: \_\_\_\_\_

**5. Contractor's Fax Number:** 616-248-3277

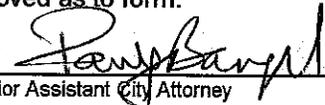
**6. Contractor's E-Mail Address:** ashaffer@gocss.com Website: www.gocss.com

**City of Fort Lauderdale**

By:  2/09/09  
Director of Procurement Services (City Manager's Designée)

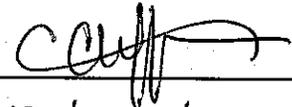
Date: 1-26-09

Approved as to form:

  
Senior Assistant City Attorney

**Contractor/Vendor**

C. ANDREW SHAFFER  
Name of Company Officer (please type or print)

By:   
Authorized Officer's Signature

Title: VP. / COO / SECRETARY

Date: 2/2/09

C. ANDREW SHAFFER  
Secretary (please type or print)

Attest:   
Signature of Secretary



CONTRACT COPY

PROPOSAL TO CITY OF FORT LAUDERDALE  
Security Guard Services at the City's  
Executive Airport and Downtown Helistop  
SERVICE PERIOD: Three Years with  
Two (one-year) Renewable Options

TABLE OF CONTENTS

1. BID/PROPOSAL SIGNATURE PAGE ..... 3

2. LETTER OF INTEREST ..... 4

3. NARRATIVE: About CSS USA ..... 5

3.1 Security Assessment ..... 6

3.2 Post Orders ..... 8

4. PROFESSIONAL LICENSES, CERTIFICATES AND INSURANCE ..... 19

4.1 Security Agency Licenses: Fort Lauderdale and Miami Springs Offices ..... 19

4.2 State of Florida Business Licenses and Name Changes ..... 21

4.3 Certificate of Insurance ..... 24

5. COMPANY PROFILE ..... 25

5.1 General Information ..... 25

5.2 Fulfillment of the City of Fort Lauderdale's Contract ..... 26

6. DESCRIPTIONS AND PHOTOGRAPHS ..... 27

6.1 Uniform and Identification Policies ..... 27

6.2 Vehicle Information\* ..... 29

6.2.2 Vehicle and Equipment Maintenance Procedures and Schedules ..... 29

7. EQUIPMENT ..... 30

7.1 Two 2007 Toyota Highlander Hybrid SUVs ..... 30

7.2 Nextel Phones ..... 30

7.2 Radios: Handheld and Vehicle ..... 30

8. JOINT VENTURE ..... 32

9. QUALIFICATIONS AND EXPERIENCE ..... 33

10. STAFF ..... 34

10.1 Organizational Chart: City of Fort Lauderdale Account ..... 34

10.2 Key Personnel ..... 35

10.3 Hiring ..... 43

10.3.1 Screening: Drug and Alcohol Testing Policy ..... 43

10.3.2 Hiring: Recruitment and Retention ..... 45

10.3.3 Comprehensive Training and Personnel Development ..... 50

10.4 Employee Evaluations and Practices ..... 57

10.5 Pay Rates ..... 62

11. REFERENCES ..... 63



12. TECHNICAL APPROACH AND SECURITY PLAN ..... 65

12.1 Comprehensive Security Services ..... 65

12.2 Availability of Personnel ..... 67

12.3 Transition Plan/Implementation Schedule ..... 69

12.4 Vehicle Maintenance Plan ..... 70

13. COMMUNICATION..... 71

13.1 Command/Dispatch Center—24/7 ..... 71

13.2 Communication Equipment ..... 71

14. MANAGEMENT REPORTS ..... 72

14.1 Daily Activity Report ..... 72

14.2 Incident—Irregularity Report..... 73

15. COST OF SERVICES ..... 74

16. STATEMENT OF NON-COLLUSION..... 76

17. APPENDIX ..... 77

17.1 Statement of Financial Condition ..... 77

17.2 Bank Confirmation Letter..... 78



1. BID/PROPOSAL SIGNATURE PAGE

**BID/PROPOSAL SIGNATURE PAGE**

**How to submit bids/proposals:** It is preferred that bids/proposals be submitted electronically at [www.rfpdepot.com](http://www.rfpdepot.com), unless otherwise stated in the bid packet. If mailing a hard copy, it will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Department, 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:** If responding to this solicitation through RFP Depot, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version.

Submitted by:  (signature) 10-31-08 (date)

Name (printed) C. Andrew Snaffer Title: Chief Operating Officer

Company: (Legal Registration) CSS USA 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/doc/>).**

Address: 8066 E. FULTON

City: Ada State: MI Zip: 49301

Telephone No. 866.462.7786 FAX No. 616.248.3277

E-MAIL: ASnaffer@gocss.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): 14 DAYS

Payment Terms (section 1.03): Net 30 Total Bid Discount (section 1.04): Not Applicable

Does your firm qualify for MBE or WBE status (section 1.08): MBE      WBE (Not Applicable)

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

<u>Addendum No.</u>	<u>Date Issued</u>

**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. **HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS.**

Variances:  
 \_\_\_\_\_  
 \_\_\_\_\_

revised 6-6-08



## 2. LETTER OF INTEREST

November 3, 2008

City of Fort Lauderdale  
City Hall  
Procurement Department, Suite 619  
100 N. Andrews Avenue  
Fort Lauderdale, FL 33301

**SUBJECT: Response to Solicitation for Security Guard Services at the City's Executive Airport and Downtown Helistop—Bid No. 795-10158**

CSS USA is pleased to present our proposal to the City of Fort Lauderdale in response to the solicitation for Security Guard Services. As you review the contents of our proposal, you will find that CSS USA is prepared to meet and, in fact, exceed your current security provider's level of service. We have the ability and commitment to provide you with a security program your associates and customers will be proud of.

CSS USA is the perfect size for managing your specific security needs. We are large enough to secure resources for handling anything that comes our way, yet we are small enough to provide the flexibility that our clients often need and desire. Our clients include government agencies, businesses and municipalities, including airports large and small, throughout the United States.

Hiring talented, motivated professionals and providing them with outstanding educational programs mark the beginnings of our formula for success. Our method ensures you are provided with specially trained officers who know how to perform their assigned security duties efficiently, while at the same time treat everyone they interact with in a positive, courteous manner.

CSS USA has experienced tremendous, controlled growth as a result of the outstanding service we provide to clients and in conjunction with our complete understanding of the needs of all security users in the 21<sup>st</sup> Century. As always, we remain focused on the ultimate satisfaction of our clients.

We would appreciate the opportunity to provide this same level of service and commitment to your organization. Our pricing is competitive; our quality is unparalleled. If you have any questions, please do not hesitate to call me at 866.462.7786. This firm price proposal shall remain valid until February 30, 2009.

Sincerely,

C. Andrew Shaffer  
Chief Operating Officer



### 3. NARRATIVE: About CSS USA

Since 1969, CSS USA has deployed armed and unarmed guards to protect people, properties and assets for a range of clients. Currently, we employ nearly 900 security professionals throughout the United States. We are a service-driven organization managed by an executive team that has built a reputation for CSS USA based on hard work and integrity. They work diligently alongside employees to satisfy every client need, no matter how small.

We have serviced many clients with similar needs over the years, including two airports that we currently serve (refer to section 11 titled References). Our operational approach begins with our hiring process to ensure we recruit the finest individuals who possess the aptitude to complete any project with diplomatic finesse. Our comprehensive training provides additional assurance that team members are armed with the skills they need to deliver impeccable service of the utmost quality. Ongoing training and development programs keep staff members performing at their very best.

Maintaining open lines of communication helps ensure that our professionals deliver exceptional service in the CSS USA standard of excellence. Officers check in and out through an automated system that provides real-time workforce management. We know who is on staff and at what post at any given time. You can also reach any of our many management team members by calling our Command Center at 866.462.7786. This 24-hour per day/7-day per week dispatch service means you talk to an employee—not an answering machine or service—any time of day, any day of the week. In addition to our workforce management system and phone support, performance surveys are sent to clients for feedback, plus our managers inspect operations to monitor performance several times per week to ensure that impeccable service is being delivered. We take immediate action if unacceptable service issues are identified.

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#### **SITE VISIT NOTE:**

*CSS USA made numerous attempts to schedule a site visit prior to the solicitation date by calling Mark Cervasio at the phone number listed within the solicitation (954.828.4955). Unfortunately, Mr. Cervasio was out of the office the entire week prior to the bid due date of November 5, 2008, when we were attempting to make contact. We were politely redirected to contact Rufus James at 954.828.4968; Mr. James was scheduling site visits while Mr. Cervasio was unavailable. Unfortunately, Mr. James was also unavailable by phone Thursday, October 30 and then out of the office on Friday, October 31. In his absence, we were told there was no one else who could assist us with our fourth attempt at scheduling a site visit.*

*Our fifth attempt was made in the morning on Monday, November 3 by phone to Mr. Cervasio. He did return our phone call only to advise us that he was directed the Friday prior to stop scheduling site visits. Since there was no cutoff date in the solicitation other than to visit prior to the bid opening date, his statement didn't make sense. We were not aware of the cutoff date. There was no amendment to inform any of the companies interested in offering their best program. We asked Mr. Cervasio to make an exception and allow us a visit based on our repeated attempts at scheduling prior to this new imposed deadline in conjunction with the City's unavailability of personnel to accommodate us. The answer was no.*

*We feel that our proposal might be disadvantaged and/or compromised since we were unable to visit the site. However, we are presenting our best efforts, as you will see on the pages within. We would ask that you understand our dilemma and keep our efforts in mind as you review the information we have provided.*

### 3.1 Security Assessment

CSS USA performs a site security assessment before drafting post orders. Sample assessment forms have been included here for your review. Due to their highly proprietary nature, abbreviated versions are shown.



## Site Security/Fire Vulnerability Assessment

\*Note: This is a draft form and would be redesigned for your particular location.

CSS Assessment Completed By	
Name	Title
Signature	Date

Company Name	
Address	
Contact Name	

1. Number of employees	
2. Unionized workforce?	
3. Number of shifts worked	
4. Shift hours	
5. Number of employees	
6. Year primary building	
7. Number of buildings /	
8. Square footage of the	
9. Building types (metal f	
10. Description of surround	
11. Does the airport have	
Emergency Response	

Fencing & Gates	
1. Does the site have fencing?	
2. Define the fencing schedule	
3. Is the employee parking	
4. Is the fence at least 5 feet	
5. Does the fence have a	

Lighting	
1. Are lighting levels at the building	Yes No N/A
2. Are lighting levels at parking areas	Yes No N/A
3. Are lighting areas at pedestrian	Yes No N/A

Visitor Access	
1. Is the general public allowed to	Yes No N/A
2. Is visitor's access to the facility	Yes No N/A
3. Do visitors have designated or	Yes No N/A
4. Are visitors required to sign in at	Yes No N/A
5. Are visitors issued a "Visitor Bag	Yes No N/A
6. Are the visitor badges numbered	Yes No N/A
7. Are the visitor badges inventoried	Yes No N/A
8. Are visitors escorted throughout	Yes No N/A
9. Is the visitor lobby monitored by	Yes No N/A
10. Is there a panic alarm at the visitor	Yes No N/A

Employee Access	
1. Does the facility utilize electronic	Yes No N/A
2. Does the electronic access system	Yes No N/A
3. Are employees required to wear	Yes No N/A

Vehicle Access	
1. Are there any methods in place	Yes No N/A

Interior Area Security	
Doors and Hardware	
1. Are all exterior pedestrian entrances and exit doors	Yes No
2. Is all exterior door hardware functioning properly?	Yes No
3. Are emergency exit doors equipped with properly	Yes No
4. Do exterior doors and doorframes appear to be sturdy and	Yes No
5. If roll-up or sliding doors (such as a delivery door) exist, are	Yes No
Windows	
1. Ground floor windows at the facility can be described as	Fixed Pane Louvered that Open Sliding that Open No Windows
2. If exterior ground floor windows can be opened, are they	Yes No N/A
3. Do all exterior windows have drapes, blinds or a tinting film	Yes No N/A
4. Has landscape shrubbery grown or been planted in a	Yes No N/A
Locks and Keys	
1. Is all locking hardware for exterior doors or openings and	Yes No
2. Is there a written key control policy in place for the facility?	Yes No
3. Does management maintain a current list of employees	Yes No
4. Is there a clearance process to account for keys upon an	Yes No
5. Are the perimeter access points keyed different from the	Yes No
6. Who has keys to the perimeter?	
7. Are keys for the facility stamped "Do Not Duplicate"?	Yes No
8. Has the keying system ever been re-keyed?	Yes No

<b>CSS</b>	
9. If Yes, how long ago was the system re-keyed?	Less than 2 years    Less than 5 years 5-9 years    more than 10 years
<b>High Security / Restricted Security Areas</b>	
1. Are there any High Security Area requirements? (secure zones, computer rooms, phone rooms, etc.)	Yes    No
2. Are there any Restricted Security Area requirements? (runways, baggage, secure storage, electrical sub stations, emergency generators, powerhouse, etc.)	Yes    No
3. If Yes, who authorizes access?	
4. Are access lists updated?	
<b>Electronic Systems</b>	
1. Does the facility have an electronic security system?	
2. Does the system function properly?	
3. How is the system monitored?	
4. Does the facility utilize a video surveillance system?	
5. Are the CCTV images being monitored to achieve a reasonable level of security?	
6. What is the storage media? (tape, DVR, HD)	
7. Is there a response capability?	
8. Does the facility have a security alarm system?	
9. If Yes, does the system function properly?	
10. Does the facility use metal detectors?	
11. If Yes, does the system function properly?	
<b>Fire Alarm</b>	
1. Does the facility have a fire alarm system?	
2. If Yes, does the system function properly?	
3. Is the system proprietary?	
4. Is the system inspected and maintained?	
<b>Smoke and/or Heat Detectors</b>	
1. Does the facility utilize smoke detectors?	
2. If Yes, is it monitored by a fire alarm system?	
3. Are the smoke detectors inspected and properly maintained?	
<b>Fire System Water Storage</b>	
1. Does the facility have water storage tanks?	Yes    No    N/A
2. Number & Type (gravity feed, suction)	
3. Capacity	
4. Is there a connection to the city water supply?	Yes    No    N/A
<b>Sprinkler System</b>	
1. Is the facility protected by a sprinkler system?	Yes    No
2. If Yes, is the system monitored by a fire alarm system?	
3. Are the sprinkler systems inspected and maintained?	
<b>Fire Pump</b>	
1. Does the facility have a fire pump?	
2. If Yes, is the fire pump monitored by a fire alarm system?	
3. Is the fire pump inspected and properly maintained?	
<b>Fire Extinguishers / Hose Reels</b>	
1. Does the facility have a sufficient number of fire extinguishers and/or hose reels?	
2. Are the fire extinguishers and/or hose reels inspected and properly maintained?	
<b>Special Systems</b>	
1. Does the facility have any special systems (e.g., deluge, etc.)?	
2. If Yes, are the systems monitored by a fire alarm system?	
3. Are the systems being inspected and properly maintained?	
<b>Flammable Storage</b>	
1. Does the facility have a flammable liquid storage area?	
2. If Yes, is the area protected by a fire alarm system?	
3. Is the area secured at all times?	
4. Does the area have limited access only?	
<b>Security</b>	
1. Are Security Officers currently posted at the facility?	
2. If Yes, is there adequate security coverage?	
3. Is there a guard tour system in place?	
4. If Security Officers are currently at the facility, do they operate a radio system?	
Copy	
CSS Site Security/Fire Vulnerability Assessment Form # OP-001	

<b>CSS</b>	
<b>General Findings (Reference Heading and Numbers)</b>	
<b>Analysis</b>	
<b>Recommendations</b>	
Copyright Corporate Security Solutions, Inc., 2006	
CSS Site Security/Fire Vulnerability Assessment Form # OP-001	Issue Date: 10/23/06    Revised:    Page 6 of 6



### 3.2 Post Orders

Upon award, a Site Reference Manual (SRM) would be created for more detailed information on specific areas or concerns. This too is a living document (work in progress) and is based upon the site security assessment, client representative meetings, the exchange of rules and regulations paperwork as submitted to the contract guard service by the client, etc. This is placed into a draft version, submitted to the client representative for approval, and then the final version is created and printed.

The SRM would be reproduced three times: one copy is kept on site with the guard detail, another is given to the client representative, and the third copy is kept at the CSS USA office.

CSS USA, INC.  
Florida Field Office  
1500 W. Cypress Creek Rd. Suite 207  
Ft. Lauderdale, Florida 33309  
Phone: 888-824-6277

#### GENERAL POST ORDERS

Note: This is a draft copy of the General Orders for the Ft. Lauderdale Executive Airport. As such, this is a working document and is subject to changes and re-writes in order to create the final draft copy.

#### PURPOSE:

These Post Orders will define the scope and responsibilities of security guards assigned to perform duties at the Ft. Lauderdale Executive Airport. These general orders shall apply to all site locations. Specific site and individual post orders follow this order.

#### SCOPE OF AUTHORITY:

Security guards working for a Ft. Lauderdale Executive Airport contractor staff the posts at this facility. As such, there is no law enforcement authority granted by virtue of this position. All personnel are to function as Contract Security Guards regardless of current or previous law enforcement employment.

All incidents are to be documented, but under no circumstances will investigations be conducted or statements taken unless approved by the security guards immediate Supervisor, or designated Airport Security Manager or Client Manager. Local law enforcement agencies are the investigating authority responsible for such further action.

#### HOURS OF OPERATION/ASSIGNMENT:

This site is operational 24 hours a day / 7 days a week, unless stated specifically in the site or specific post order. Individual posts will be manned as stated in the post specific orders.

#### GENERAL INSTRUCTIONS:

#### CONDUCT OF SECURITY GUARDS:

Security Guards shall conduct themselves professionally. They shall conduct themselves in a polite and courteous manner at all times. Provocation or personal attacks are no excuse for loss of self control. Instances of verbal abuse or threatening behavior toward the public or by the public shall be documented.

#### FORMS:

#### Security Sign-in Log:

In addition to signing in and out this log may be used to record the total hours worked that shift by the signing guard.

#### Site Journal:



**CSS USA, INC.**  
Florida Field Office  
1500 W. Cypress Creek Rd. Suite 207  
Ft. Lauderdale, Florida 33309  
Phone: 888-824-6277

Used to denote activities of interest at the site. This includes reference to written incident reports as well as minor occurrences. Indicate date, time and officer writing the entry. This journal is the responsibility of the lead shift security guard and shall contain a standard entry should the shift be uneventful, i.e. "Nothing to report".

**Site Security Guard Incident Report:**

To be used to document the incident and actions taken in instances of criminal activity, fires, vehicle accidents (with and without injury), violations of FAA or Ft. Lauderdale Executive Airport rules, if applicable, as well as other occurrences of an unusual nature. This report will include a description of the incident, who was notified and when, all actions taken by the guard officer, any action taken by law enforcement, such as an arrest or search of individual or property. Each security guard is responsible for completing their report of action prior to the end of the shift.

Security Guards should not release written reports of any type to anyone except personnel within their immediate chain of command, airport management, or other security guards employed by their company as needed to carry-out their duties.

**REPORTING FOR DUTY:**

Each security guard assigned must report on time, be prepared to work, be properly uniformed and equipped as stipulated in the contract for services. Equipped means the items required are in good working order to complete the tasks assigned. The equipment will include weapons of a stipulated type, assigned radio, flashlight, and personal comfort items as needed. Each security guard shall be properly qualified and certified with all weapons carried as per state statutes and regulations governing the security guard industry of Florida, prior to accepting assignment to any shift.

**SIGN IN:**

Security guards are required to complete the sign-in log upon arrival. All equipment, keys and other needed materials shall be received and signed for in the site journal. Each security guard, at the beginning of their shift, shall conduct a self-briefing by reading the security log and journal entries of guards from the preceding shift, they shall familiarize themselves with all activities occurring during the out-going shift and any on-going situations.

All logs and journals will be presented to the Airport Security Manager or Airport Management when the site is visited.

**SIGN OUT:**

Upon completion of the assigned work shift, or when otherwise relieved, the security guard shall complete the sign out block. This sign-out indicates that all materials have been turned over to

**CSS USA, INC.**  
Florida Field Office  
1500 W. Cypress Creek Rd. Suite 207  
Ft. Lauderdale, Florida 33309  
Phone: 888-824-6277

the incoming guard and that documentation of incidents and events of the previous 8-12 hour period was provided to the incoming guard. The work site, including all reports and files, shall be kept in a neat orderly condition.

**RELIEF FROM POST:**

Security guards shall not leave their post until relieved, unless post specific orders allow it. If for any reason, the guard must leave the assigned post, the security guard must contact his company dispatch for relief. He/She must also contact their immediate supervisor and / or the Airport Security Manager and advise of the circumstances. If the assigned post requires a relief guard, the on duty security guard will remain on duty until relief is obtained or advised otherwise.

**BREAKS:**

Breaks must be taken without degrading security and must not interfere with the completion of duties. Each security guard is expected to take a periodic break in order to obtain personal relief, drinks, meals, etc. No breaks will be taken off site. The main entrance and other designated posts on location shall always be manned during breaks. Personal communication should be done at this time and not during work time.

**LOST AND FOUND:**

Items relinquished to the security guard will be secured and information as to the finder will be obtained. All items will be given to the site manager as soon as possible. The above actions will be recorded on an incident report.

**USE AND DISPLAY OF WEAPONS:**

Weapons carried by the security guard shall be in a holster designed to carry that specific weapon. The weapon is to remain in the holster at all times, except in those instances when the use of the weapon is required to, as a last resort, safeguard the life of an airport employee, visitor, or the security guard. The weapon is only to be used in compliance with the laws of the State of Florida and the United States, as appropriate. The discharge or un-holstering of the weapon to prevent the theft of property, when no immediate threat of loss of life exists, is **NOT** authorized.

**REPORTING INCIDENTS/PROBLEMS/ISSUES/CONCERNS:**

As these facilities are jurisdictioned within city, county, state and federal areas, many different law enforcement, Federal, State, County and City/Town agencies will stop by and visit the facility. Many of these people will leave business cards, phone numbers and other information with the security guard on duty, indicating, "If you need anything, call me." *While appreciated, these contacts can cause confusion when security guards need assistance or information, especially in an emergency, after hours, on weekends or in the middle of the night. Security Guards should remember that the primary law enforcement agency responsible for law enforcement duties in the Ft. Lauderdale Executive Airport is the Ft. Lauderdale Police Department.*

CSS USA, INC.  
Florida Field Office  
1500 W. Cypress Creek Rd. Suite 207  
Ft. Lauderdale, Florida 33309  
Phone: 888-824-6277

The Airport Security Manager is responsible for the security of the client staff, contract guard service staff, visitors and property at each site. As such, the Airport Security Manager is the PRIMARY POINT OF CONTACT for all security matters involving the facility or personnel. This includes such matters as:

1. Reporting the absence of a guard scheduled to be on duty.
2. Incidents involving damage to the facility or disruption of normal activities in the facility.
3. Theft of facility property or from someone working in or visiting the facility.
4. Injury/Sickness involving anyone at the facility.
5. NOTIFICATION of any emergency that occurs in or near the facility.

These procedures must be followed in order to maintain the continuity of the chain of command and responsibility for every FEMA facility:

1. ***IN AN EMERGENCY, 9-1-1 (or the local equivalent)*** is to be called FIRST to ensure that an immediate LOCAL RESPONSE is obtained.
2. ALL security guards assigned to a specific post MUST READ and INITIAL the POST ORDERS and any MEMOS issued by the Airport Security Manager.
3. The notification procedure listed in #4 will be done ***AFTER 9-1-1*** is called and after the security guard on duty has rendered all appropriate assistance that is required.
4. ALL OTHER NOTIFICATIONS will be done in the following manner:
  - a. The CSS Dispatch Office will be called FIRST and advised of the incident or situation.
  - b. The Airport Security Manager will be contacted next and advised of the incident or situation.
  - b. Any other notifications that are required by the company's contract will be made. (Your company supervisor, etc.)
  - c. If required, the Airport Security Manager will advise the security guard of any other agencies or departments that need to be contacted.
  - d. As listed in the POST ORDERS, the security guard on duty MUST COMPLETE a written INCIDENT REPORT and submit it to the Airport Security Manager.

The security guard is not to become involved in incidents, except for the protection of life and safety. The security guard shall notify local authorities for their intervention.

**LAW ENFORCEMENT:**

Law Enforcement shall have unrestricted access. The arrival of law enforcement and their activities, whether in response to a call or otherwise, is not a proper subject of discussion with unauthorized persons or others outside the chain of command. That information should be noted on the log only if



**CSS USA, INC.**  
Florida Field Office  
1500 W. Cypress Creek Rd. Suite 207  
Ft. Lauderdale, Florida 33309  
Phone: 888-824-6277

they arrive in response to a call. No hindrance or assistance will be provided unless specifically requested by the responding officials.

**INCIDENT DOCUMENTATION:**

The security guard will complete an "incident report" to document every unusual or serious incident that occurs during his tour of duty. These incidents include any instance requiring an emergency response unit, verbal or physical altercations, or observations of unusual activity. The Airport Security Manager shall be immediately notified of any major emergency response or physical altercation. The Airport Security Manager shall be notified of all other incidents as soon as practical (i.e. normal business hours). An incident report will be completed on all observations of suspicious activity. Minor observations will be written into the site journal.

**CALLS FOR ASSISTANCE:**

Each security guard is required to immediately call for assistance in instances of fire, medical emergencies or incidents involving actual or perceived threats of crime or physical violence. In all such instances, the security guard will immediately summon local authorities to the scene. The security guard will notify police or fire services as necessary and will also notify the Airport Security Manager. Additionally, the security guard will also notify his or her supervisor as required by the contracting agency. Upon arrival of emergency response unit(s), the security guard will direct response to the proper location and offer assistance requested or required without degrading security.

**MEDIA:** (If Applicable)

The following guidance is effective immediately for media entrance into the Ft. Lauderdale Executive Airport sites. This includes but is not limited to reporters, film crews and photographers. All site management and security staff should familiarize themselves with these policies.

- All media representative requesting entry into the Ft. Lauderdale Executive Airport site **MUST** be approved by a designated representative of the Airport Management staff, or the Airport Security Manager **ONLY**.
- If a media representative is **NOT** authorized entry onto the property, they shall be escorted from the property both immediately and professionally.
- If so authorized to gain access onto the property, they must have personal photo identification with matching press credentials that identify them.
- When media arrive at on site, they must sign-in with the responsible security guard. They are to sign-out when they depart the site.

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Phone: 888-824-6277

- The security guard will NOT allow un-escorted entry to the site and notify the responsible public affairs desk or public information officer of the airport facility of media arrival at the site.
- Once authorized entry is gained, visiting media may speak only to those who desire to be interviewed. Media should respect the rights of those citizens who decline to be interviewed.
- Refer all media who have follow-up questions or who wish to speak to a Ft. Lauderdale Executive Airport representative to the appropriate desk or location.
- Security personnel should remain professional at all times, however they are NOT authorized to speak on or off camera to a media representative. The Security Guard will direct any and all questions about the contract guard company, or our company's actions to the appropriate Public Information Officer for CSS USA, or to the Airport Security Manager.

**HOMELAND SECURITY THREAT LEVEL ADVISORY SYSTEM:**

All Security Guards working in the site will familiarize themselves with the Homeland Security Threat Level System and its impact on their duties. A copy is located in the Site Reference Manual (SRM).

**THE CURRENT THREAT LEVEL IS: ORANGE/HIGH**

**PROHIBITED CONDUCT:**

- Operating any Airport Equipment not specifically issued to the security personnel
- Reading of books, magazines, etc.

Page 6 of 7

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Phone: 888-824-6277

- Permitting relatives or friends to visit the facility
- Leaving post without authorization
- Use of profane language and/or gestures
- Tobacco use is prohibited where observed by the public.
- Use of alcohol or intoxicating beverages.
- Use of personal computers
- Use of illegal drugs
- Being impaired or under the influence of any substance
- Personal electronics that interfere with daily operations. (i.e. noise, diversion)
- Personal incoming communications should be of an emergency situation only.

**MAINTENANCE OF FACILITIES/PROPERTY PROVIDED TO SECURITY GUARDS:**

Facilities (security trailer or other type of office/break unit) shall be kept clean and neat at all times. There shall be no tobacco use in the provided facility. Any equipment, such as, but not limited to walkie-talkies, CSS USA provided cell phones, golf carts or assigned vehicles, or other issued items, will remain at the site. Any problems with the facility will be reported to the Airport Security Manager immediately.

## Fort Lauderdale Executive Airport SECURITY POST ORDERS (Draft)

*This "Security Post Orders" is a working document, and is in a draft form until such time as a proper security assessment has been administered and submitted. This document is subject to changes and re-writes and shall be revised and approved before distribution to the site.*

### **A. DAILY ACTIVITY REPORTS AND LOGS**

- CSS USA will provide a site specific Daily Activity Report (log) that shall denote activities, calls, areas of patrol and associated times to those listed activities.
- Significant occurrences or special alerts will be documented and recorded in a site journal and shall be listed as a reference in the Daily Activity Report.
- A Site Inspections Log shall be used to reflect lighting conditions, surface incidents, runway incursions and security gates checks.
- A daytime/nighttime aircraft log will be used to document all aircraft and their designated FAA reference numbers for accountability.
- These (original) logs will be provided to the airport management staff, the airport security manager or their designated representatives daily, or upon request.

### **B. PATROLLING AND INSPECTIONS**

- CSS USA security officers will patrol all city owned property including the hangars taxiway, runway, apron areas and roadway systems as designated by the airport manager or airport security manager.
- CSS USA officers will inspect each runway, taxiway or associated areas and will remove any and all debris, or shall coordinate the removal of debris with the appropriate resources available.
- The airport shall be cleared of any unauthorized animals, vehicles, personnel and aircraft as requested by the airport manager, airport security manager, control tower, or their designated representatives.
- All runways, taxiways or other designated areas will be inspected at least once per shift or as deemed necessary to insure the safety and security of the airport grounds.

In addition, the CSS USA security officers shall:

- Utilize the patrol tour system and checkpoints or CSS USA supervision-designated patrol route to continuously patrol all areas of the property, checking each point in random order each patrol and paying special attention to problem/vulnerable areas.
- Tour System Reports are to be printed out daily or weekly by the site manager or daytime shift supervisor, using the computer at the front desk or other designated computer area.
- Challenge all suspicious activities and individuals, including those loitering/sitting in vehicles near the property, and remain vigilant to help prevent trespass on client property.
- See the above-tips for effective patrolling and refer to your CSS USA training manual.
- Officers should NEVER be stationing themselves at the front desk, except where relieving front desk staff, responding to an incident or using the phone for an approved reason.
- Any hazardous situations encountered shall have an Incident Report filled out and shall be documented in your Daily Activity Report.

- Function on request as a parking lot safety escort for staff members or by request of visitors.
- Report all building maintenance issues on the appropriate log and report forms.
- Ensure exterior doors are secured at all times.
- Ensure all pump/generator/boiler/mechanical/electrical closets and rooms are locked at all times.
- Ensure the property's dumpster is used by airport staff and clients only, NO contractors or other unauthorized persons should be disposing of debris on the airport grounds.
- Correct any visible, obvious problems on airport grounds and document them on your Daily Activity Report.
- Report all maintenance issues immediately.
- Do not allow moving/deliveries during prohibited hours or into prohibited areas.
- Respond to all staff requests. If such requests conflict with your instructions, the post orders or this manual, note such in your Daily Activity Report and notify CSS USA supervision.
- Pick up and dispose of litter found during the normal course of your duties/rounds.
- When fire alarm goes off, see fire sections and response protocol orders for more information.
- Make sure all common area/amenity doors are locked.
- Report ALL parking violations. Where applicable, contact the client's designated towing company. Utilize towing procedures protocol for action.

#### **C. ESCORTS OF PERSONNEL AND VEHICLES**

- CSS USA security officers shall escort approved personnel, vehicles and equipment on to the Aircraft Operating Area (AOA), and will remain with those persons until relieved or until the work has been completed.
- The airport security manager may make adjustments or may relieve the security officer of their duty prior to the completion of the assigned escort.

#### **D. NAVAIDS AND AIRPORT LIGHTING LOGS**

- CSS USA security officers shall inspect all lights on the airport grounds and shall log their findings on the appropriate log forms. A report shall be created for all outages. This includes but is not limited to the security lighting, building lights and airport security street lights.
- All inoperative NAVAIDS, airfield lights and obstruction lights shall be recorded in a log and reported in a timely manner to the maintenance engineer and to the airport management staff.

#### **E. ALERTS, ASSISTS, AND COMMUNICATIONS**

- CSS USA security officers shall respond to any and all airport alerts, maintenance and fire calls, and will assist the police department, fire department and control tower as required or requested by the airport manager, airport security manager or their designated representatives.
- All two-way communications shall be coordinated, established and checked frequently.
- CSS USA security officers will coordinate and maintain open communications with emergency personnel, control towers and airport staff in the event of an emergency situation and shall maintain proper radio etiquette and protocol at all times.



- CSS USA security officers shall maintain in their possession a ground control radio, at all times while on duty at the Executive Airport.
- The radio frequency shall be 121.75 MHz or other authorized frequency as designated by the airport manager or air traffic control tower.
- CSS USA security officers shall maintain direct communications with the control tower at all times.

#### **F. ACCESS CONTROL AND PERIMETER SURVEILLANCE**

- CSS USA security officers shall be responsible for the opening and closing of all security gates on the airport property.
- CSS USA security officers will also maintain surveillance of the perimeter fence areas on the airport premises.
- CSS USA security officers shall inspect and manipulate all security access gates for proper operation once per shift as required by the airport manager.
- CSS USA security officers shall report any maintenance related issues or concerns regarding the gate access points to the airport maintenance department or to the airport management staff, upon detection of a problem with those areas.
- A report shall be made and an entry shall be listed on all appropriate CSS USA forms and log sheets.

#### **G. INFORMATION EXCHANGE, DAMAGE REPORTING AND PUBLIC RELATIONS**

- CSS USA will maintain an open line of verbal and written communications with the airport management staff.
- Information gathered from the airport manager shall be read, reviewed and shared with the authorized personnel only.
- CSS USA security shall locate, document and report all damaged city property to the airport manager, airport security manager or their designated representatives upon detection of such damages found.
- CSS USA security officers shall promote hospitality and good public relations to all staff members, visitors, officers and to the general public at all times.
- CSS USA security officers shall, from time to time, remove themselves from within their respective patrol vehicles or walking patrol posts and shall meet and greet the general public, airport staff members, tenants and visitors, either on their own or as requested by the airport manager, airport security manager or their designative representatives.

#### **H. ACTIVITIES LOG**

- CSS USA security officers shall log any and all activities as required by the airport management team.
- Such logged activities may be used at a later date for follow-up or for investigative purposes by the airport management team or by CSS USA.





#### 4.2 State of Florida Business Licenses and Name Changes



FLORIDA DEPARTMENT OF STATE  
Glenda E. Hood  
Secretary of State

June 21, 2004

CHRISTOPHER FRAIN  
CORPORATE SECURITY SOLUTIONS, INC.  
1145 28TH ST SE  
GRAND RAPIDS, MI 49508

Qualification documents for CORPORATE SECURITY SOLUTIONS, INC. were filed on June 18, 2004 and assigned document number F04000003497. Please refer to this number whenever corresponding with this office.

Your corporation is now qualified and authorized to transact business in Florida as of the file date.

A corporation annual report/uniform business report will be due this office between January 1 and May 1 of the year following the calendar year of the file date. A Federal Employer Identification (FEI) number will be required before this report can be filed. If you do not already have an FEI number, please apply NOW with the Internal Revenue by calling 1-800-829-3676 and requesting form SS-4.

Please be aware if the corporate address changes, it is the responsibility of the corporation to notify this office.

Should you have any questions regarding this matter, please contact this office at the address given below.

Trevor Brumbley  
Document Specialist  
Registration/Foreign Qualification  
Division of Corporations

Letter Number: 404A00041067

Division of Corporations - P.O. BOX 6327 -Tallahassee, Florida 32314



FLORIDA DEPARTMENT OF STATE  
Glenda E. Hood  
Secretary of State

April 18, 2005

CSS  
ATTN: LEIGH M. JENNINGS  
1145 28TH STREET SE  
GRAND RAPIDS, MI 49508

Re: Document number F0400003497

The Resolution of the Board of Directors was filed on April 11, 2005 changing the alternate name in Florida from CSS PROSTAFF, INC. to CSS PROTECTION, INC. for CORPORATE SECURITY SOLUTIONS, INC., a Michigan corporation.

Should you have any questions regarding this matter, please telephone the Amendment Section at (850) 245-6050.

Jeraline Saulsberry  
Document Specialist  
Division of Corporations

Letter number: 205A00026302

Division of Corporations - P.O. BOX 6327 -Tallahassee, Florida 32314



**FLORIDA DEPARTMENT OF STATE**  
Division of Corporations

January 8, 2008

**LEIGH M. JENNINGS**  
CSS PROTECTION, INC.  
1145 28TH STREET S.E.  
GRAND RAPIDS, MI 49508

Re: Document number F0400003497

The Resolution of the Board of Directors was filed on December 31, 2007 changing the alternate name in Florida from CSS PROTECTION, INC. to CSS USA, INC. for CORPORATE SECURITY SOLUTIONS, INC., a Michigan corporation.

Should you have any questions regarding this matter, please telephone the Amendment Section at (850) 245-6050.

**Darlene Connell**  
Regulatory Specialist II  
Division of Corporations

Letter number: 108A00001510

P.O. BOX 6327 -Tallahassee, Florida 32314



PROPOSAL TO CITY OF FORT LAUDERDALE  
 Security Guard Services at the City's  
 Executive Airport and Downtown Helistop  
 SERVICE PERIOD: Three Years with  
 Two (one-year) Renewable Options

### 4.3 Certificate of Insurance

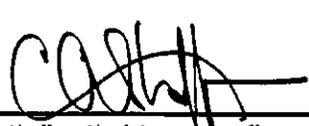
CSS USA maintains liability in general, automobile and excess, together with workers' compensation coverage that meets or exceeds both legal requirements and industry standards. A sample of our current insurance certificate is shown below.

ACORD CERTIFICATE OF LIABILITY INSURANCE		OP ID SL CORPO-5	DATE (MM/DD/YYYY) 09/18/08		
<b>PRODUCER</b> Collins & Associates Corp. 5075 Cascade Road S.E. Grand Rapids MI 49546 Phone: 616-942-0957 Fax: 616-942-1118		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.			
<b>INSURED</b> Corporate Security Solutions dba: CSS USA 8066 E. Fulton Avenue Ada MI 49301		<b>INSURERS AFFORDING COVERAGE</b>	<b>NAIC #</b>		
		INSURER A: American International Group	10184		
		INSURER B: Lexington Insurance Company			
		INSURER C: The Travelers Insurance Co.	01899		
		INSURER D:			
		INSURER E:			
<b>COVERAGES</b> 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. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.					
INSURED LTR	INSURANCE TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS
B	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Prof Liability GENL AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PRO- EST <input type="checkbox"/> LOC <input type="checkbox"/>	1322538	08/01/08	08/01/09	EACH OCCURRENCE (EXCEPT TO EXTENT OF PREMISES (Ea occurrence)) \$ 1,000,000 MED EXP (Any one person) \$ 50,000 PERSONAL & ADJ INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000
C	AUTOMOBILE LIABILITY <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	8104419L30ATL08	06/01/08	06/01/09	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN EA ACC \$ AUTO ONLY: AGG \$
B	EXCESS/UMBRELLA LIABILITY <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$10,000	7020595	08/01/08	08/01/09	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/NUMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below OTHER	3428109	07/01/08	07/01/09	<input checked="" type="checkbox"/> INC STATUS <input type="checkbox"/> LTD/LIMITS <input type="checkbox"/> OTH- SER EA EACH ACCIDENT \$ 1,000,000 EL DISEASE - EA EMPLOYEE \$ 1,000,000 EL DISEASE - POLICY LIMIT \$ 1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS					
<b>CERTIFICATE HOLDER</b>  <i>Evidence Only</i>			<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 10 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. AUTHORIZED REPRESENTATIVE 		
ACORD 25 (2001/08) <span style="float: right;">© ACORD CORPORATION 1998</span>					



**5. COMPANY PROFILE**

**5.1 General Information**

Proposal Due:	November 5, 2008 at 2:00 pm EST
Company Name:	CSS USA
Corporate Address:	8066 E. Fulton Ada, MI 49301
CSS USA's National Corporate Headquarters—Executive Officers and Contact Information:	Christopher Frain, Chief Executive Officer E-mail: cfrain@gocss.com  Andrew Shaffer, Chief Operating Officer E-mail: ashaffer@gocss.com  Phone: 866.462.7786 Fax: 616.248.3277
Local Address:	1500 W. Cypress Creek Rd., Suite 207 Fort Lauderdale, Florida 33309
CSS USA's Florida Representative and Contact Information:	Luke Brant Phone: 877.924.6277 Fax: 616.464.7365
Visit us online at:	www.gocss.com
Company Type:	Corporation
State of Incorporation	Michigan
Date of Incorporation:	December 5, 1969 (Nearly 40 years in business)
FEIN	38-1903209
CSS USA Chief Operating Officer:	<p><i>I declare that the only person(s), company or parties interested in the proposal as principals are named therein; that the proposal is made without collusion with any other person(s), company or parties submitting a proposal; that it is in all respects fair and in good faith, without collusion or fraud; and that the signer of the proposal has full authority to bind the principal proposer.</i></p> <p style="text-align: center;">         _____        C. Andrew Shaffer, Chief Operating Officer        November 3, 2008        _____        Date     </p>



**5.2 Fulfillment of the City of Fort Lauderdale's Contract**

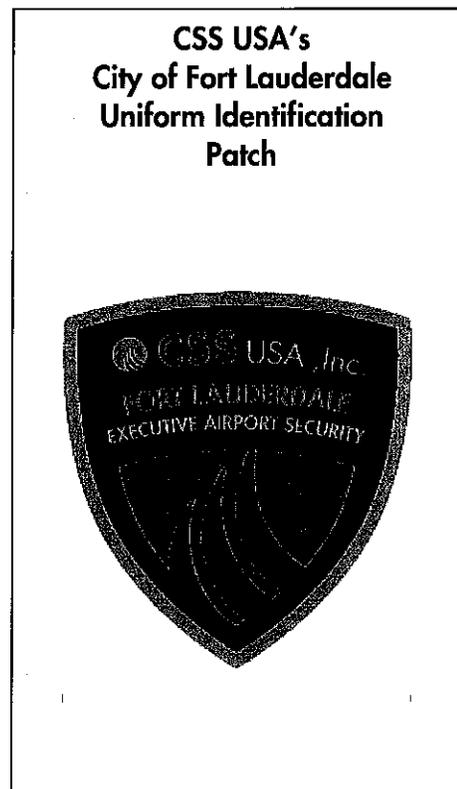
CSS USA's Florida region operates out of three area offices. The addresses have been provided below. The office address where the supervisor(s) fulfilling the City of Fort Lauderdale's contract would be located (when not on the road and where they would respond from if needed by the Security Officer) is the Fort Lauderdale Office.

- Ft. Lauderdale, 1500 W Cypress Creek Road, Suite 207, Ft. Lauderdale, Florida 33309
- Miami, 4299 NW 36 Street, Suite 304, Miami Springs, Florida 33166
- West Palm Beach, 1750 North Florida Mango Road, Suite 104, West Palm Beach, Florida 33409

## 6. DESCRIPTIONS AND PHOTOGRAPHS

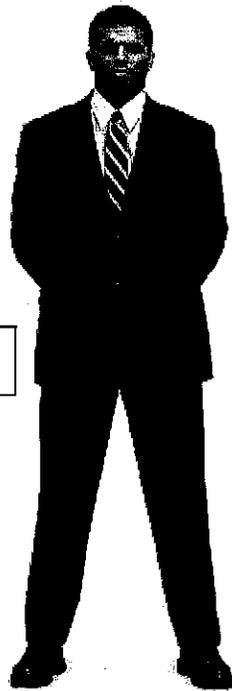
### 6.1 *Uniform and Identification Policies*

It is CSS USA's corporate policy to ensure all security officers are professionally dressed. We offer clients an array of standard uniform choices and can create a custom look based on a client's precise specifications. Due to varying regulations, uniform and patch design vary by market.

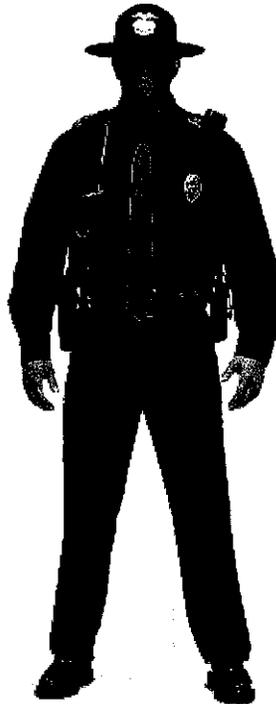


Every officer is outfitted to represent your facility with pride. Our corporate/hospitality uniform is at home in high-end residential and commercial environments. The law enforcement uniform offers a more visible and direct deterrent factor, and our durable ERT uniform endures even the harshest missions and environments. Many facilities require different uniforms for different posts or positions.

**Corporate/Hospitality**



**Law Enforcement**



Residential & Commercial  
 High-rise Buildings  
 Special Details  
 Hospitality  
 Concierge  
 Front Desk  
 Supervision

Armed/Unarmed Officers  
 Roving Patrols  
 Hospitals  
 Schools  
 Commercial  
 Industrial  
 Gated Communities

**6.2 Vehicle Information\***

In keeping with our commitment to meet each client's individual needs, CSS USA offers a choice of patrol vehicles. Options range from less expensive, fuel-efficient basic transportation to larger, more utilitarian vehicles that add to the exclusive look and feel of your site. Whatever your specific needs and budget, CSS USA can provide safe, attractive and properly equipped patrol vehicles. Gasoline and electric hybrids are available in the deluxe and premium categories.

Depending on the nature of your facility, a patrol cart may prove an effective, lower cost alternative to traditional vehicles. We offer clients a range of patrol cart types from basic to all-terrain vehicles. Carts may be equipped with rain enclosures, alternate tires, larger motors, lighting packages, air conditioners or heaters. All carts are properly identified per applicable state laws with high-end graphics and include the word "Security" marked on their roof. CSS USA covers cart insurance, maintenance, and wear and tear.

\*See the next section titled Equipment for the types of equipment and installations proposed for the City of Fort Lauderdale contract.



**Deluxe SUV: 2007 Toyota Highlander (Hybrid) with Towing Package**



**Option: Electric Cart**



**Option: All Terrain 4x4 Cart**

**6.2.2 Vehicle and Equipment Maintenance Procedures and Schedules**

Refer to section 12 titled Technical Approach and Security Plan for our proposed maintenance plan.

## 7. EQUIPMENT

CSS USA will equip the vehicles with the proposed equipment outlined in the solicitation to provide the security services required to fulfill the City of Fort Lauderdale's contract. Additional equipment information provided below includes quantity, make, model, etc. shall include radios, phones and vehicles.

### 7.1 Two 2007 Toyota Highlander Hybrid SUVs

The 2007 Toyota Highlander Hybrid comes with a 3.3-liter V6 engine with 208 horsepower and 212 pound-feet of torque at 4,400 rpm. Towing capability: 3,500 lbs.



### 7.2 Nextel Phones

CSS USA will provide officers with a suitable Nextel phone that is compatible with the City of Fort Lauderdale's phones, along with backup batteries and charging unit.

### 7.2 Radios: Handheld and Vehicle

CSS USA proposes the same model of radios that are currently in use at the City of Fort Lauderdale's Executive Airport and Helistop facilities. We have provided photos of both types as shown within this section.

## Icom IC-A6 Handheld Airband COM Radio

*Simple one-handed operation is the most essential feature of the IC-A24/A6. The well-labeled, large keypad provides user-friendly operation. The large display shows both letters and numbers and is easy to see, making for fast frequency recognition. The display is backlit, and so is the keypad. The light stays on until you turn it off – a very handy feature for flying at night.*

**Channel recall** The IC-A24/A6 stores the last 10 channels used. You can easily recall those channels by pushing the "flip-flop"   recall buttons on the front panel. It is convenient for switching between several channels.

**External DC power jack** An external DC power jack allows for operation with the wall charger, BC-110 or the cigarette lighter cable, CP-20. When the battery pack is installed, simultaneous charging during operation is also possible. In addition, an optional battery case, BP-208N, is available.

**Water resistant construction** The water resistant construction provides reliable operation in wet conditions.

200 memory channels (20 Ch x 10 banks) with 6 character names

Dedicated 121.5MHz emergency key

Side tone function allows you to hear your own voice via an external aviation headset.

Optional Ni-Cd and Li-Ion battery packs

NOAA marine weather channels

Tag scanning and memory bank scanning

ANL (Auto Noise Limiter) for noise reduction

Low battery alert



## Icom IC-A200 VHF AIR BAND TRUNK MOUNT RADIO

Icom's high quality VHF communications transceiver, the IC-A200, lends vital capability and offers the best. The IC-A200 is simple to operate. Sturdy, yet compact metal mounting package for the IC-A200 for use in ground vehicles. Rugged mounting bracket, SP-5 speaker and EM-91 microphone are included. Harness comes wired for mobile installation. Direct operation from a 12 V DC source gives a full 7 Watt transmitter output.

### FEATURES

Output power: 7 W

Audio output: 5 W

Frequency coverage: 118.000 - 136.975 MHz (760 channels)

9 memory channels

- Input voltage:
  - 117 V AC +/- 10%,
  - 220 V AC +/- 10%, or
  - 240 V AC +/- 10% (selectable)
- Output voltage: 13.8 V DC +/- 5% (negative ground)
- Output current: 6 A
- Duty rate: 1 hour for maximum current
- Ripple voltage: Less than 20 mV rms
- Useable Temperature Range: -10°C to +40°C; +14°F to +104°F
- Dimensions (projections not included): 200(W) x 200(H) x 300(D) mm; 7.9(W) x 7.9(H) x 11.8(D) in
- Weight: 6.0 kg; 13.2 lb





PROPOSAL TO CITY OF FORT LAUDERDALE  
Security Guard Services at the City's  
Executive Airport and Downtown Helistop  
SERVICE PERIOD: Three Years with  
Two (one-year) Renewable Options

## 8. JOINT VENTURE

We are not part of a joint venture for this contract, therefore we have no such documentation to provide.



## 9. QUALIFICATIONS AND EXPERIENCE

For the busy Cincinnati/Northern Kentucky International Airport, our officers provide gate, exterior, parking and entry control point protection. Additional services include interaction with the public, traffic control, vehicle explosives inspections, interaction with Transportation Security Administration (TSA) and local law enforcement, crowd control and more. There are 18 persons dedicated to this one-year renewable contract.

CSS USA provides armed and unarmed, uniformed security officers for the Northwest Regional Airport Commission's Cherry Capital Airport seven days per week. Officers deter criminal activity, as well as respond to situations of interference and perform overall security at screening checkpoints. Patrol duties include the terminal building and airport property within a five-minute walk of checkpoints. Officers search vehicles for explosive devices, assist with the issuance of traffic tickets and monitor curbside activity. In addition to security details, guards perform diverse public relations duties.

CSS USA provided armed guard services for the US Department of Homeland Security/FEMA, 24/7, for group sites in Baton Rouge and New Orleans. Guards performed a variety of duties related to safeguarding FEMA facilities, equipment and staff. Assisting employees and private individuals, observing visitors for compliance with posted rules, assisting in preliminary investigations, identifying persons attempting to gain unauthorized access to FEMA property, deterring, detecting and reporting crimes and potential violations, and assisting medical and law enforcement personnel were among the duties. Guards also controlled traffic and secured perimeter of properties, as needed.

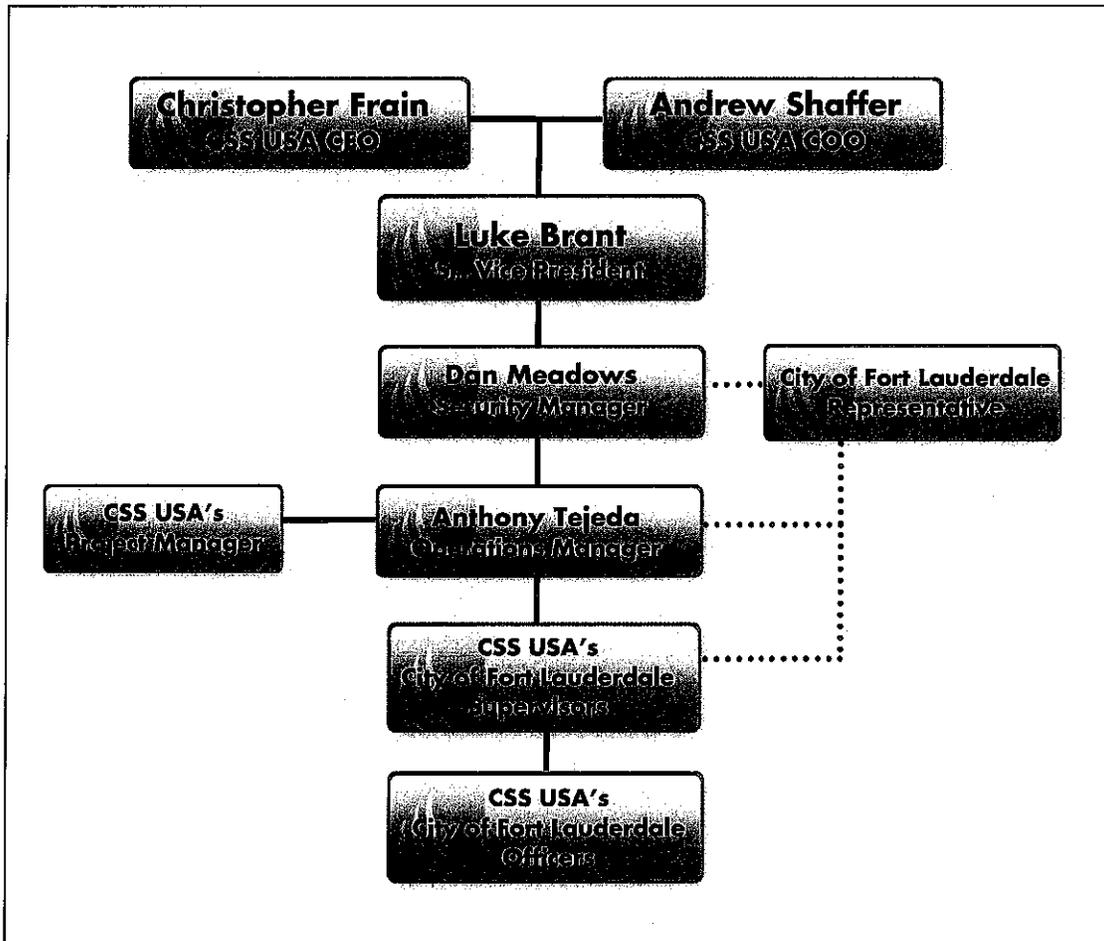
CSS USA's officers provide two primary functions at multiple locations for UPS throughout Texas, Iowa, Louisiana, Michigan, Minnesota and Ohio: access control and vehicle processing. At all locations, our guards are responsible for screening employees, visitors and contractors who wish to enter and/or depart the facilities. There are strict badge requirements, as well as limitations on items that enter or leave the facility. Guards monitor full-body metal detectors and are trained at hand-wanding, if necessary. Guards also perform cursory bag checks, again, in both ingress or egress situations. At each site, they interact with more than 700 employees on a daily basis and more than 1,000 during peak periods.

More than 500 vehicles will either enter or depart most facilities daily, with more than 750 vehicles during peak periods. There are specific processing procedures for each transaction. All involve sealing, unsealing, inspection or verification of routing paperwork and cargo contents in one form or another. Different procedures apply based on content, point of destination or point of origin. Additionally, our guards shut down and secure each facility on Saturdays, then reopen and make facilities operational on Sunday nights.

CSS USA worked with Inner Parish Security Corporation to fulfill FEMA contracts for security guards to perform a variety of security related duties depending on specific post orders. Armed guard services included, but were not limited to, assisting employees and private individuals with rules and regulations while on FEMA grounds, assisting in preliminary investigations, identifying persons attempting to gain access to FEMA property, deterring, detecting and reporting crimes along with potential violations, and assisting medical and law enforcement personnel.

**10. STAFF**

**10.1 Organizational Chart: City of Fort Lauderdale Account**



## 10.2 Key Personnel



**CHRISTOPHER FRAIN**  
President and CEO  
of CSS Alliance

Christopher Frain is president and CEO of CSS Alliance, a global corporation with headquarters in West Michigan. Nearly 16 years ago, at the age of 21, Frain began the company's transformation, taking it from a small security service to the global entity it is today.

After two of years of college as a pre-med student, Frain's career aspirations switched from physician to entrepreneur. He put his courses in business management to the test when he purchased a small security firm in the early 1990s. With one client and a great deal of resolve, Frain began to build the company.

Frain's dedication to provide quality service spurred early growth and he quickly added five more offices throughout the state. Over the next few years, Frain sought opportunities to expand outside Michigan and acquired six more service-oriented businesses in markets from Ohio to Florida, Texas and beyond.

Frain's client base quickly expanded to include local and state government as well as national accounts like UPS and FedEx. After September 11, 2001, CSS Alliance experienced another sizable growth spurt as demand for his unique brand of first-rate security services increased significantly.

Frain's success is attributed to his mindset that anything can be accomplished. His ability to react quickly, mobilize vast resources and put in long days helped him win a contract with FEMA for emergency response services in the wake of Hurricane Katrina. He established a fully functional, completely self-sustainable compound amid the destruction and maintained a force of more than 600 elite security experts, many of which are still serving the area today.

On the heels of his success in Louisiana, Frain entered the global market providing logistics and security services throughout Iraq. CSS Alliance employs trained and talented officers, technicians, support staff and managers in Iraq. The company's presence continues to grow steadily, providing a range of products and services for the U.S. and Iraq governments, as well as private contractors.

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**CSS Alliance, Inc.**

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[cfraim@gocss.com](mailto:cfraim@gocss.com)

Fraim has built a team second to none at leveraging local resources and expertise to provide reliable, premium program management in emerging markets from Iraq to Africa. CSS Alliance is accomplished in operations and maintenance, logistics, construction, equipment supply and more. Fraim's national and international clients continue to embrace the firm's dynamic, quality-driven approach.

As CSS Alliance evolved, Fraim molded the company a step above his competition. He prides himself on the fact that CSS Alliance employees work hard and care deeply about the success of their clients' programs.

CSS Alliance has four affiliates: CSS USA, CSS Global, CSS Services and CSS HealthForce. CSS USA's security experts safeguard individuals, assets and information domestically. CSS Global provides a full range of program management services worldwide. CSS Services supplies a five-star hospitality style workforce of valets, concierges, receiving clerks, front desk, pool, beach and gym attendants. The CSS HealthForce team hires, trains and manages short- and long-term healthcare personnel for government and private clients.

In Fraim's eyes, there are no limits to the capabilities of CSS Alliance. His company's services are valued in almost every environment. Fraim's vision for future growth is based on continuing his uncompromising dedication to his clients while harnessing creativity to conquer new opportunities.

**ANDREW SHAFFER, Vice President and Chief Operating Officer of CSS Alliance**

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Andrew Shaffer is vice president and COO of CSS Alliance, a global corporation with headquarters in West Michigan. CSS Alliance began as a domestic security company nearly 40 years ago. For the past 12 years, Shaffer has helped transform and shape the company into the global entity it is today. Working closely alongside CEO, Christopher Frain, Shaffer has helped define the vision and implement strategies necessary to grow a small, hometown security company into a multimillion dollar global entity with a core competency in total program management.

Together, the executives formulate operational strategies for CSS Alliance that has grown to include four divisions: CSS Global, CSS USA, CSS Services and CSS HealthForce.

**Sales and Marketing**

Negotiating contracts and developing strategic business partnerships have played key roles in Shaffer's ability to deepen the company's footprint in the industry. In addition, his responsibilities include:

- Establishing new clients and nurturing current ones to generate and sustain sizeable annual revenue.
- Formulating both short- and long-term marketing goals and sales strategies to ensure utmost quality and complete client satisfaction while guiding managers to achieve success.
- Working to position the company within the multiple industries it serves to gain a competitive edge by offering affordable services at a profitable pricing level.

**Operations and Management**

Shaffer collaborates daily with numerous operations and management team members throughout the world to ensure that CSS Alliance and its family of companies are presented in the same standard of excellence the company has built its reputation on. He closely scrutinizes and oversees each and every operation entrusted with CSS Alliance, including but not limited to:

- Launching new operations and resolving pre- and post-launch challenges.
- Managing several hundred top-notch professionals through five direct reports.
- Collaborating with the CEO to manage a high-performance team.

In addition, Shaffer is one of three primary agents authorized to negotiate contracts. He utilizes his experience in specialized security combined with his management background to design comprehensive, integrated programs for clients. Despite his ownership status, Shaffer remains the primary point of contact at corporate headquarters for team members and clients alike.

**Recruitment and Retention**

Working closely with his recruiting staff, Shaffer ensures that CSS Alliance hires the best person for the job, right from the beginning. After he has selected individuals to join his team, he requires additional training and refresher courses to enhance their professional development, which is key to ensuring that the employees remain successful in their positions.

**Professional Accomplishments**

Shaffer's early days, prior to joining CSS Alliance, included a variety of sales and management positions that prepared him for executive management. His diverse background, combined with a hard-working and tenacious nature, ensured success with CSS Alliance.



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Negotiating an agreement with a major international package delivery service grew sales substantially within the first year, which accelerated his advancement to executive management. Shaffer is the only executive in the company's 40-year history to be promoted from part-time employee to Vice President and co-owner in less than two years.

**Memberships**

- Ada Business Association
- Arab American Chamber of Commerce—Detroit Chapter
- ASIS International—Detroit Chapter
- Chaldean Chamber of Commerce—Detroit Chapter
- Grand Rapids Area Chamber of Commerce
- Ohio Chamber of Commerce
- Overseas Security Advisory Council
- Rotary Club of Grand Rapids
- The Economic Club of Grand Rapids

**DAN MEADOWS: Airport security manager serving the City of Fort Lauderdale contract**

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Dan Meadows possesses an extensive background in the military and law enforcement. Meadows is the key person in charge of conducting all of the specialized training at CSS USA. He joined our firm in January 2007. Meadows was promoted quickly to his current position as director of operations for CSS USA. In this leadership role, he oversees the demanding implementation of executive protection programs, armed and unarmed training courses and provides guidance with emergency response and disaster management.

Before assuming his duties at CSS USA, Meadows held such positions as executive protection agent, security consultant, tactical security officer, director of training, evidence coordinator and field captain. He elevated his skill levels by executing intelligence gathering missions, natural disaster and emergency response, strike countermeasures, terrorism prevention and corporate investigations, among others.

Prior to serving in those positions, Meadows earned his Peace Officer Standards & Training (POST) degree, with honors, from the Alexandria Regional Police Training Academy in Louisiana and promptly joined the police force. His exceptional background and ever-present determination moved Meadows up the chain-of-command into leadership positions such as reserve police officer, senior police officer and the elite Special Weapons and Tactics (SWAT) team. During many years on the force Meadows was responsible for:

- Rescue operations
- Riot control
- Command center operations
- Building entry search tactics
- Wire tapping
- Operational planning
- Anti- and counterterrorism
- Interrogations
- Criminal investigations
- Homicides
- Drug lab takedowns
- Hostage negotiations
- Patrol services
- Emergency ambulance services
- High-risk warrant service

Meadows continued his education, earned a degree as a Certified Police Academy Instructor and taught courses in defensive tactics, advanced criminal procedures, firearms, radio detection and ranging, first responder instructions, interoffice applications, cardiopulmonary resuscitation (CPR) and officer survival.

Before his law enforcement career, Meadows served in the U.S. Army, graduating with honors from Fort Sill, Oklahoma. During his time of active duty, he was appointed as an armorer, a specialist in charge of weaponry at Fort Stewart, Georgia. The following year, Meadows was granted top-secret security clearance and was sent overseas to act as the senior technical advisor and senior guard commander for a nuclear weapons site in the Southern European Task Force (SETAF).

In addition to Meadows' accomplished career in protective services, he achieved world-champion status as a martial arts competitor and instructor. Not only was he awarded an honorary Ph.D. in Philosophical Sciences in Asian Martial Arts from the International University of Martial Arts and Sciences, Meadows also has been recognized as an international martial arts grandmaster.

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A consummate author, Meadows has written and contributed to multiple books and manuals including the *Crisis Responders Deployment Guide*, as well as numerous articles on law enforcement and martial arts topics that include defensive tactics, pressure point control tactics, impact and edged weapons, use of force, close quarters battle, officer survival and self-defense.

Meadows recently completed a series of courses through the National Rifle Association in Hollywood, Florida to achieve NRA-certified instructor status in Instructor Techniques & Home Firearms Safety, Basic Pistol, Personal Protection, Basic Rifle, Basic Shotgun and Range Safety.

### Education and Certifications

- R.L. Oatman Executive Protection Course  
Palm Beach, Florida
- Security Officers Training Program  
CSS Alliance  
Luling, Louisiana
- Private Investigations Certified  
Savannah, Georgia
- Defensive Tactics Certified  
International Police Defensive Tactics Assoc.  
State of Georgia
- Evidence/Crime Scene Photography Certified  
Hunt Valley, Maryland
- Network Forensics Program  
Blue Ridge Community College  
Hendersonville, North Carolina
- Cyber Crime Investigations  
Blue Ridge Community College  
Hendersonville, North Carolina
- Custom Protection Officers Training  
Wackenhut Corporation  
Asheville, North Carolina
- CCW Firearms Safety Training Courses  
North Carolina, South Carolina and Florida
- Homeland Security, Tactical Officers Training  
Special Response Corporation  
Hunt Valley, Maryland
- Compass Point Investigations  
Online Training Course: Bail Enforcement
- Backup Training Corporation  
Online Law Enforcement Training Courses:  
Use of Force/Officer Survival/Defensive Tactics
- Southern Ontario Law Enforcement Training Assoc.  
Ontario, Canada
- U.S. Army Officers Candidate School  
Georgia State Defense Force
- Business Administration and Management  
Tandy University  
Fort Worth, Texas
- Instructor Certification  
Alexandria Regional Police Training Academy  
Alexandria, Louisiana
- Emergency Medical Technician  
Central Texas College  
Killeen, Texas
- Honorary Ph.D. Philosophical Sciences  
Int'l University of Martial Arts and Sciences  
Frankfurt, Germany
- Private Investigations  
Savannah Technical College  
Savannah, Georgia
- U.S. Army Basic and AIT Training School  
Fort Sill, Oklahoma



**ANTHONY TEJADA, Operations Manager**

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Anthony Tejada is a motivated and dedicated professional with extensive team-building skills in planning, development and visionary leadership. He is highly skilled in analyzing existing operations and implementing the necessary strategies and formal business practices to improve performance.

Core competencies:

- Strategic Planning and Execution
- Team Performance and Optimization
- Quality Control Leadership
- Analysis and Problem Solving
- Cost Reduction and Profit Growth
- Vendor Selection and Negotiations

Tejada has been with CSS USA since August of 2007. He began as a Jr. Operations Manager but quickly rose to a position of key importance as Business Development Officer within just a few months. As a result of his sales efficiencies and successes, Tejada was promoted again, recently, to G.L.A.D. Training Officer in charge of hospitality training for all employees at the Miami Springs Office. Tejada also oversees sales and operations to maintain quality control in the CSS USA standard of excellence.

His skill set entails the hard work and discipline necessary to serve in management positions within the military as a Marine. His know-how is complemented by the ability to provide the ultimate customer experience, which Tejada learned when he served in supervisory roles for a luxury hotel chain that sets the standard in service. His uncommon background has prepared him well for the roles he serves with CSS USA, as you're sure to discover.

Professional Experience

Sales Consultant December 2006–May 2007  
Brickell Motors, Downtown Miami, Florida

Assisted buyers with decision making for both new and used vehicles. Informed buyers with the pros and cons of their potential purchases and offered advice in the areas of vehicle performance, upkeep, maintenance, and more.

Personal Security May 2006—August 2006  
Multilevel Media International

Inspected and arranged the security details and security services for 5-star hotels before arrival of clients. Provided personal security and assistance for the chief operations officer. Coordinated and arranged security systems and security personnel for private properties in Miami, Florida and San Diego, California. Initiated and arranged the security logistics and transportation convoys for major events.

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Assistant Operations Manager  
Ritz-Carlton Residences, Coconut Grove, Florida

April 2004—Jan 2006

Directed scheduling, job assignments and daily operations of 18 hospitality employees in four different departments: Engineering, Housekeeping, Security and the Audit Readiness staff. Created and modified Standard Operating Procedures for each of the departments to improve productivity and achieve cost reduction. Organized a service team with productivity and efficiency awareness by encouraging employees to set challenging objectives by introducing needed changes. Implemented and negotiated contracts with vendors to bring cost reduction in all four departments and increased the available budget to \$48,000. Initiated and proactively pursued maintenance payment collections that contributed \$70,000 to budget.

Loss Prevention Supervisor  
Ritz-Carlton Residences, Coconut Grove, Florida

August 2002—April 2004

Designed all internal record-keeping systems for the Loss Prevention Department and the residences at the Ritz-Carlton Concierge Team. Coordinated work schedules to accommodate employees, achieve morale and dedication, and turned the department around to become the third lowest turnover by department within the company. Increased security efficiency by re-educating officers in policies and procedures.

Assistant Manager  
United States Marine Corps, Okinawa, Japan

July 2001—July 2002

Improved and facilitated the learning processes for the maintenance management system that resulted in cutting overhead costs, employee maintenance time and improved the battalion's readiness for deployment to 98-percent. Received Navy Accommodation Medal for work excellence on the transition process with the adjoining battalions and facilities.

Assistant Manager  
United States Marine Corps, Jacksonville, North Carolina

January 1999—July 2001

As the maintenance management chief, I directed and oversaw the maintenance progress of five support facilities. Supervised dispersing facilities on status and arrival of equipment and parts.

#### Education and Professional Development

- Leadership Orientation Center, Ritz-Carlton Hotel
- Supervisory Training, Ritz-Carlton Hotel
- University of North Carolina, United States Marine Corps.
- Leadership Course for Non-commissioned Officer, United States Marine Corps.
- Marine Integrated Maintenance Management Specialist School, United States Marine Corps.
- Certifications in Stock Control, Material Data Clerk and Office Management



### 10.3 Hiring

#### 10.3.1 Screening: Drug and Alcohol Testing Policy

We prescreen all potential employees by validating their credentials and assessing their capabilities. Candidates must undergo extensive criminal background checks and drug screens. Refer to CSS USA's Drug and Alcohol Testing Policies and Procedures listed below.

#### DRUG/ALCOHOL TESTING POLICY AND PROCEDURES

Purpose:	CSS USA is committed to the safety and well-being of all employees. This policy is designed to ensure a 100% drug-free work environment.
Responsibility:	It is the responsibility of the human resources manager to enforce this policy.
Scope:	This policy applies to all employees of CSS USA.
Method:	There are three situations that will cause this policy to be implemented: 1.) Pre-employment Drug Testing 2.) Monthly Random Drug Testing 3.) Post Accident Drug and Alcohol Testing

##### Pre-employment Drug Testing

As a condition of employment, new hires of CSS USA Inc. must pass a drug test prior to their first day of work. This test will normally be conducted at a branch office or, if this is impractical, testing will be conducted at an appropriate medical facility as arranged by a CSS USA representative.

In the event of a "positive" test (for any illegal substance), an offer of employment will not be extended. Notification to the prospective candidate will be made by the manager at the individual branch office.

##### Monthly Random Drug Testing

All CSS USA employees, as a condition of employment, will be subject to random drug screening. This includes management, sales, finance, human resources, operations and administration, as well as field staff.

CSS USA with the assistance of a third-party administrator will hold a random drug test drawing once per month. Each branch and all employees will be included in this monthly testing pool. This test is conducted normally at a branch office or, if this is impractical, testing will be conducted at an appropriate medical facility as arranged by a CSS USA representative.

Employees will be notified by CSS USA upon receipt of test results that are normally available within 48 hours. All positive test results are automatically subject to subsequential verification and screening by a Medical Review Officer (MRO) to ensure validity.

Any individual selected for drug and alcohol testing who refuses to cooperate or participate will be immediately terminated from CSS USA employment. Any individual testing positive, as verified by an MRO, or found in the possession of an illegal substance, will be terminated immediately from CSS USA employment.



**DRUG/ALCOHOL TESTING POLICY AND PROCEDURES (continued)**

Post-accident Drug and Alcohol Testing

Employees involved in an accident resulting in a recordable injury will be tested at an appropriate medical facility selected by a CSS USA representative.

Individuals testing positive for an illegal substance will be terminated. Individuals testing positive for alcohol, but not legally intoxicated or impaired, will be treated on an individual basis and may be subject to additional testing as a condition of continued employment with CSS USA. The branch manager will notify the employee of the test results and take the appropriate action. In the event that the employee tested positive for either drugs or alcohol, the branch manager also will notify the corporate human resources manager.

CSS USA uses the Internet Criminal History Access Tool (ICHAT) for background checks of all potential employees. This tool searches public records contained in the Michigan Criminal History Record maintained by Michigan State Police (MSP) Criminal Justice Information Center. Our West Michigan Branch Office is an authorized Identix Site where we conduct physical or electronic fingerprinting. The results are sent to MSP and Federal Bureau of Investigation (FBI) for verification. Any employee found to have a felony or a misdemeanor on their record will be terminated.

CSS USA validates credentials with at least two former employers and requests as many as four professional references. To verify an applicant's employment history, credit history, driving record and criminal records, CSS USA utilizes Credential Check. Candidates are required to sign the form shown at right.

**AUTHORIZATION AND RELEASE TO OBTAIN OR INVESTIGATE CONSUMER REPORTS AND OTHER INFORMATION**

In connection with my application for employment with CSS Alliance, Inc. ("Alliance"), and at any time during my subsequent employment, I authorize Alliance to request and obtain consumer reports, as defined below, which may contain public and/or non-public information about me and my prior work history for use in considering my qualifications and/or application for employment, and if hired, for promotions or continued employment.

For purposes of this Authorization and Release, consumer report information shall include data of the following types: names of previous employers and dates of previous employment, reason for termination of employment, work experience, accidents, or drug/alcohol abuse, educational history and verification and personal reference information. Consumer report information shall also include public record information concerning my driving record, worker's compensation claims, credit history, bankruptcy proceedings, and criminal records available from federal, state and other agencies which maintain such records.

I AUTHORIZE, WITHOUT RESERVATION, ANY PARTY OR AGENCY CONTACTED BY ALLIANCE TO FURNISH THE ABOVE-MENTIONED CONSUMER REPORT INFORMATION, WITHOUT RISKING LIABILITY FOR DAMAGES INCURRED IN GIVING IT.

I WAIVE ANY WRITTEN NOTICE OF THE RELEASE OF SUCH CONSUMER REPORT INFORMATION THAT MAY OTHERWISE BE REQUIRED BY LAW.

I RELEASE ALL PARTIES OR AGENCIES PROVIDING SUCH INFORMATION TO ALLIANCE FROM ANY AND ALL CLAIMS FOR DAMAGES AS A RESULT OF PROVIDING SUCH INFORMATION.

By signing below, I authorize Alliance to procure the consumer report information listed above. If hired, this Authorization and Release shall remain on file and shall serve as an ongoing Authorization and Release for Alliance to procure consumer report information at anytime during my employment period.

\_\_\_\_\_  
Print Applicant's Name

\_\_\_\_\_  
Applicant's Signature

\_\_\_\_\_  
Social Security Number

\_\_\_\_\_  
Date

### 10.3.2 Hiring: Recruitment and Retention

Recruitment, retention, training and professional development are all a part of the overall branding process at CSS USA. The management team has provided the budgetary support necessary to fulfill our goals and thereby ensure the long-term success of our plan. Through scrutiny of our own past practices, analyzation of our competitors shortfalls, educating ourselves on current trends, as well as creating detailed tracking forms, marketing strategy logs and proprietary practices, we've developed in-house policies that not only outperform most, they also can be customized to suit our clients' individual needs.

CSS USA's recruitment and retention plan begins with the selection process. Only the finest individuals with the right attitude, aptitude and demeanor are chosen to join CSS USA. Once those individuals have completed the screening process (detailed in the pages that follow), they become a member of our team. Our screening process, together with our orientation training, tends to weed out undesirables before we invest the time and labor to train them. This, in turn, reduces drop outs and employees who may leave the firm further down the road.

Our recruiting team begins the search for skilled and experienced security personnel by analyzing our own database containing as many as 5,000 prequalified potential candidates. Some of the individuals whose names populate this file are currently performing work for CSS USA that is about to end or has been curtailed recently. Once we have compiled a list of names, our recruiters contact the individuals and discuss the possibility of a career move. For those who are interested, CSS USA offers a relocation program that provides a monetary incentive for those who are willing and able to make the change.

Not only have these key individuals already undergone our comprehensive screening and training process, they also have developed a solid work history with CSS USA. We know their capabilities and want to reward them for their efforts by ensuring they have the opportunity to remain in a productive environment.

**Most importantly, these individuals can be up and running, ready to serve the City of Fort Lauderdale's contract in an abbreviated time frame.**

Aside from our own significant database, CSS USA primarily utilizes two additional recruiting tools. After measuring our marketing success rates with different venues, we've found that a high percentage of officers and military personnel rely on word-of-mouth or online advertising when looking to make a move.

CSS USA is an affiliate of CSS Global, CSS Services and CSS HealthForce, which means our sister companies also employ like-minded personnel within the states and the world over. Our word-of-mouth and interoffice methods notify all current employees throughout the world when positions become available. We rely on our team members who are familiar with the rigors of the job and the benefits of working for our firm to refer and recruit other qualified individuals in the industry who may be looking to make a career move.

Where use of the internet is concerned, our information technology department institutes Search Engine Optimization methods to ensure CSS USA's advertisements remain in top-priority status when interested candidates search for employment, so our name and information make it to the top of the list, which ensures more people are reading our ads.



CSS USA also places ads in various newspapers and magazine such as Security Management. Their readers are employed by every kind of organization, from retail establishments and public utilities to banks and industrial conglomerates. Most subscribers are members of the American Society for Industrial Security (ASIS), which publishes the magazine. ASIS has been at the forefront of the movement to promote and establish professionalism in the field of security.

Interested parties responding to the magazine ads are then routed to our existing database. They complete an online application that can be reviewed and placed into consideration in a short amount of time, allowing us to generate a more immediate response for putting together a team. CSS USA conducts a telephone interview before selection, based upon candidates' qualifications.

In addition to the newspaper and magazine respondents, we direct all individuals interested in securing employment with CSS USA to our Web site where they fill out a comprehensive skills- and experience-based application form online. We recruit through employment Web sites, too. In addition to our database and the Web, newspaper advertisements, employee referrals and word-of-mouth are all avenues we have used successfully to recruit a qualified pool of candidates from which to choose.

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NOTE: CSS USA is an equal opportunity employer and does not discriminate against employees or job applicants based on race, religion, color, sex, age, national origin, disability, veteran or family status, or any other status or condition protected by applicable state or federal laws, except where a bona fide occupational qualification applies.

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## CSS USA'S SAMPLE RECRUITMENT PLAN

### **Recruiting Center**

The CSS USA recruitment team is comprised of as many as eight personnel from its corporate office who are dedicated to recruiting on a national and statewide basis. The corporate recruitment team also is in charge of recruiting for military and law enforcement personnel. They recruit, monitor, retain and designate appointments for all three areas. CSS USA's recruiting center will provide updates to your management team on daily recruits, interviews, lost personnel and more. The center also will prepare a weekly summary to be presented to the client for review and updates.

To fulfill your contract, CSS USA will dedicate one full-time recruiter in the Fort Lauderdale office to be responsible for local recruiting and overall processing of personnel. CSS USA's project manager will aid in the selection and oversight of the transition plan. The project manager will report directly to CSS USA's executives.

### **Relocation Program**

CSS USA has built relationships with local developers in Miami-Dade County. This relationship will give CSS USA the ability to find affordable housing within Dade County for personnel interested in relocating to Miami. With the national crisis in work shortages and lack of professional wages, we feel our relocation program will not only bring us success in recruiting that no other company can provide, but also lure more tax-paying personnel into Miami-Dade County, thus benefiting the region economically.

CSS USA has instituted this same type of relocation program in New Orleans for the relief effort of Hurricane Katrina. We held a successful relocation program for two years. During this time frame, CSS USA relocated more than 150 professional people into the area.

### **National and Statewide Staffing**

We will target economically depressed areas of the country (such as Detroit, Cleveland and Cincinnati). CSS USA will perform aggressive ad campaigns complemented by internet recruiting in major cities to attract a high-quality professional. CSS USA will offer its relocation program to assist employees with the transition into their new career.

CSS USA also will rely on our tactical database composed of highly skilled professionals responding to contingency, disasters or professional contracts and containing as many as 5,000 names of interested and talented individuals.

### **Local Staffing**

CSS USA will perform an aggressive advertising campaign with the Miami Herald and Sun Sentinel along with internet recruiting on Monster.com and Careerbuilder.com. CSS USA also plans to host and attend all major job fairs in the three counties in South Florida.

### **Law Enforcement Staffing**

CSS USA will build relationships with local and state agencies to recruit retirees, secondary employment or personnel leaving the law enforcement agency on good terms.

### **Military Staffing**

CSS USA will become part of T.A.P. (Transition Assistance Program). All personnel coming out of the military must go through this program that the government then uses to get military personnel jobs in the civilian sector. CSS USA also will build relationships with the veterans' administration and military bases located in the Southeast part of the country for enhanced recruiting ability.



### Basic Qualifications for Employment

Individuals working for CSS USA meet the following minimum requirements:

- Are 18 unarmed/21 armed years of age and/or meet local, regional or state qualification requirements.
- Are able to provide proof of employment eligibility to work in the U.S.
- Are able to read, write and speak English fluently.
- Have a high school diploma or GED.
- Have no misdemeanor or felony convictions.
- Have passed a pre-employment drug screen.
- Have completed basic orientation and employment testing successfully.
- CSS USA's minimum physical requirements to be a functional, effective officer.

### Standard Essential Function Requirements

Regardless of typical daily duties, CSS USA's team members are able to respond to emergencies and can perform the following tasks:

- Respond to an emergency at a heightened pace (run) up to a distance of 50 yards.
- Stand for extended periods of time (a minimum of one hour per shift).
- Distinguish or observe activity up to 100 yards away, with or without corrective lenses, under normal and reasonable lighting conditions.
- Walk a minimum distance of one mile (the equivalent of a typical foot patrol round) without stopping.
- Climb a minimum of two flights of stairs without stopping.
- Hear at a reasonable average conversation level, without aided assistance.

### Standard Skills, Abilities or Experiences

CSS USA's officers possess the skills to deliver high-quality service at all times, including the ability to perform the following tasks:

- Interact with the public in a direct, yet pleasant, and professional manner.
- Maintain a businesslike appearance and display excellent grooming habits.
- Manage multiple job-related tasks simultaneously.
- Respond efficiently in emergency situations.
- Operate a multifunction telephone.
- Work at a stand-alone post or in a team environment.



### Stringent Selection Process

Our selection process requires each officer to attain three approvals for placement. During this stage, any member of the selection team can veto an officer's placement on your site:

- ◆ Human resources representative
- ◆ Operations manager
- ◆ Account manager or site supervisor

CSS USA's human resource representative or designated recruiter for each location is required to confirm that candidates meet the requirements for placement at that specific site.

Our local operations manager, account manager or site supervisor has the flexibility of hand selecting their team. They also validate qualifications as an additional quality control mechanism and focus on the suitability of the candidate.

Our regional trainer understands both the technical capabilities and overall demeanor of each candidate as they prepare to assume responsibilities. At this stage, approval also can come from a client representative or any other CSS USA staff member with a vested interest in the quality of placements.

### Termination

CSS USA is an "at-will employer," which means an employee may terminate their employment at any time and CSS USA may discharge an employee with or without cause. It is our goal to prevent disciplinary problems, to protect employees from unsafe or unethical actions and to provide an opportunity for employees to correct their behavior.

Management makes it a practice to conduct an investigation that includes documentation of evidence before administering discipline. The discipline is reasonable, enforceable and consistent for all employees. Progressive disciplinary sequence of procedures is as follows:

- ◆ First offense involves a verbal written warning.
- ◆ Second offense includes the final written warning.
- ◆ Third offense is termination.

Under certain circumstances or depending upon the severity of the offense, it may be necessary or appropriate to bypass a disciplinary step. In addition, the customer retains the right to request removal of any employee from the account as long as it is not for discriminatory reasons.

Once CSS USA is aware of a request to remove an officer, the individual is replaced immediately.

### **10.3.3 Comprehensive Training and Personnel Development**

The forward-thinking executives at the helm of CSS USA believe in the power of training. That is why CSS USA always goes the extra mile to provide whatever site-specific, developmental or refresher training is necessary to ensure our employees remain productive, challenged, focused and dedicated to the success of our program. CSS USA recruits employees for life.

As outlined in the previous section, CSS USA possesses the qualified manpower in conjunction with a wealth of resources to provide trained personnel in ample number to deliver services as defined in your scope of work before the start date and at all times during the service period. All employment provided by CSS USA will be performed by an efficient and well-trained workforce in strict accordance with our high standards and the high standards of our clients.

CSS USA's brigade of seasoned professionals stands ready to serve. Each employee will be armed with a complete understanding of the technical, security-related aspects of their job as well as the importance of presenting themselves in a professional manner. As outlined in the Key Personnel section, the CSS USA's management team with their background, training and experience presents an ideal fit for your security needs.

The recruiting and management teams at CSS USA will utilize proven recruitment, retention, training and development processes to fulfill each position and to maintain employees throughout the term of the contract. Supplying our clients with highly qualified personnel in an abbreviated time frame is one of our core competencies. If a request is made to remove an employee, we take immediate action to replace the individual.

#### **TRAINING PROGRAM**

Upon hire, employees must complete our comprehensive training program. Training is an important resource at CSS USA. We believe preplacement, on-the-job and developmental training are essential ingredients to an engaged, professional and career-oriented security officer.

There are five levels of training incorporated by CSS USA:

1. State-required Certifications
2. Pre-employment Training
3. Contract-required Pre-assignment Training
4. On-the-Job Training (Site Orientation)
5. In-service, On-going Training

Throughout the nearly 40 years that CSS USA has been in the security business, we have tested a variety of training methods, techniques and practices. We've found that a training program consisting of PowerPoint presentations facilitated by an operations or training manager who is able to explain and give examples to demonstrate the points in the slides, while engaging trainees through a variety of methods has proven most successful.

Hands-on Approach

Our hands-on approach to training is geared toward all three types of learners: auditory, visual and kinesthetic.

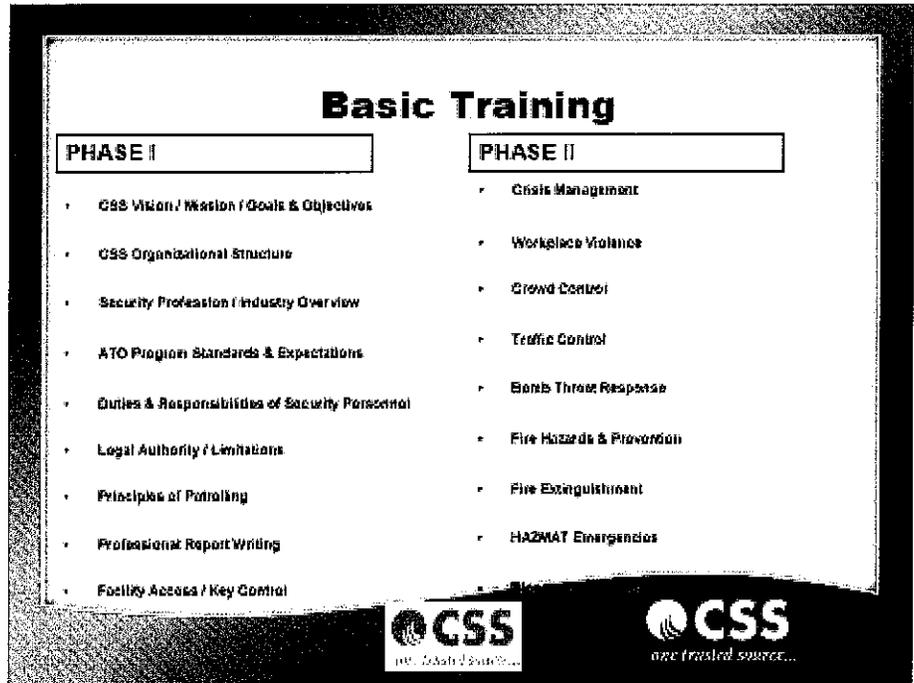
Auditory learners tend to benefit most from traditional teaching techniques such as our lecture-style forum. Trainers use voice tone, inflection and body language to help maintain interest and attention. Auditory learners succeed when information is presented and requested verbally such as in our active listening games.

Visual learners remember what they see, but forget what they hear. If you show them, they will understand. They benefit from the diagrams, charts, pictures and written instructions presented in our slide presentations. (See sample slide at right.)

Many of these same techniques also benefit kinesthetic learners. They do best when totally engaged with the learning activity.

They acquire information best when participating in a skit or other active activity such as the role-playing and interactive games (like Jeopardy and Who Wants to Be a Millionaire?) that we incorporate into our training.

CSS USA's in-depth training program for employees features 10 different courses. Each specially designed course has been created to equip new employees or refresh long-time staffers with the skills necessary to achieve the standard of excellence CSS USA demands, while nurturing individual strengths and developing professionalism to transform them into high quality security professionals.



**ALL PERSONNEL ARE REQUIRED TO PARTICIPATE IN THE ENTIRE TRAINING PROGRAM,  
 WHICH ENCOMPASSES 108 HOURS OF INSTRUCTION AND COURSEWORK.**

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At CSS USA, one of the prequalifications for hiring is prior experience in the security industry.

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## Training Curriculum

### **TRACK A**

It is our expectation that in states and/or jurisdictions where security officer licensing is required, candidates seeking employment will have all licensing requirements completed prior to consideration. We will work with individuals who possess the attitude and aptitude to succeed by helping them obtain such licensing.

#### **State Mandated D License**

40 hours of training required of all personnel.

#### **State Mandated G License**

28 hours of training completed by all personnel.

- 20 hours of classroom training
- Eight hours of shooting range instruction

### **TRACK B**

Upon completion of Track A, employees proceed to Track B, a five-part program comprised of 40 hours worth of instruction for security officers and 48 hours of instruction for security supervisors.

#### **Introduction/Orientation**

An eight-hour course required of all personnel, geared toward the orientation of newly hired employees.

- What to expect from CSS USA.
- What CSS USA expects from you.
- CSS USA's Policies and Procedures.
- CSS USA's \*Exclusive GLAD Hospitality Training.

#### **\*EXCLUSIVE G.L.A.D. HOSPITALITY TRAINING**

CSS USA ensures our officers are the best in the business. Aside from providing elite security service, a well-trained CSS USA officer also treats clients, guests, visitors and everyone with whom the officer interacts in a courteous manner.

At CSS USA, we go the extra mile to educate officers, not only in security training, but in hospitality training as well. This powerful dual focus ensures we are providing more than just ordinary guards. We are providing the finest quality officers who are fully equipped with a diverse set of skills for responding properly to a simple request for directions to something as crucial as an emergency, and everything that falls in-between.

Our exclusive G.L.A.D. Hospitality training program incorporates hands-on learning with real-life applications. G.L.A.D., which stands for Greet, Listen, Answer and Deliver, is a program comprised of specially designed courses to equip officers with the knowledge to handle tasks efficiently from start to finish. Officers are taught techniques for thinking outside the box.

Upon completion of G.L.A.D training, our officers possess the following:

- The knowledge to properly greet, listen, answer and deliver.
- The ability to make every client feel comfortable, respected and safe.
- Positive verbal and nonverbal communication skills.
- The insight to speak courteously and express what they can do to help.
- Polite and considerate behavior that goes the extra step.
- Professional ethics.
- The ability to set an excellent example for others.

#### **Phase I**

An eight-hour course required of all personnel.

- Access/Egress Control
- Communications & Report Writing
- Patrolling Techniques
- Duties of Security Personnel
- Legal Limits
- The Security Business

#### **Phase II**

An eight-hour course required of all personnel.

- Crisis Management
- Fire Hazards
- Hazardous Communication (Awareness Levels)
- Portable Fire Extinguishers
- Blood borne Pathogens
- Bomb Threat Response
- Crowd Control
- Traffic & Parking Control
- Workplace Violence

#### **Phase III**

A 16-hour course required of all personnel

- Firearms
- Restraining devices
- CPR/AED
- First Aid/Medical Response
- Disabling/Stun Gun Equipment



**Phase IV: For Supervisors Only**

An eight-hour course required of all supervisors.

- Account Management
- Standards and Expectations of Security Officers
- Hiring Process
- Training Requirements
- Supervision
- Managing Performance
- Time Management
- Managing Customer Satisfaction

**TRACK C**

Upon achievement of Tracks A and B, employees proceed to Track C, geared toward in-service and on-the-job training.

**On-the-Job Training (OJT)**

An eight-hour course required of all personnel.

- Site Specific
- Post Orders

On-the-Job Training is conducted at each specific job site. Shown at right is a sample checklist that will be customized for you. CSS USA allocates a specific number of days of initial training at no direct charge. These days can vary based on post requirements. We consider these days as additional qualifiers for your location.

We utilize OJT to screen candidates who may not be fit for duty. Our account manager will monitor all OJT closely to identify poor characteristics, etc. As an additional preplacement safeguard, the site supervisor or account manager can report any trainee that he or she feels is incapable or unable to fulfill their duties. As a team, we determine whether additional training is warranted or if the trainee must be removed.



**Initial on the job  
Training Checklist**

Site: \_\_\_\_\_  
 Trainer: \_\_\_\_\_  
 Trainee: \_\_\_\_\_  
 Date: \_\_\_\_\_

	Trainer	Trainee	Notes:
Employee Manual			
Uniform /Personal Appearance			
Emergency Contact List			
Standard Operating Procedures			
Post Orders			
Hours of Operation			
Telephone Procedures			
Customer Service			
Patrol Route/Procedures			
Report Writing			
- Daily Reports			
- Incident/Irregularity			
Access Control			
- Key Control			
- I.D. Check			
- Visitors			
- Off Hours			
- Deliveries			
Site Security Equipment			
Site Safety Procedures			
Fire Procedure			
- Alarm			
- Extinguisher			
- Notification			
- Evacuation			
Medical Emergency Contacts			
- Call 911			
- Field Supervisor			
- Client Contact			
Accident Report Writing			
Power Outages			
Severe Weather Procedures			
Criminal Activity			
Bomb Threat			

Signing this Checklist confirms you are now familiar with the necessary procedures at this site location.

Signature of Trained Officer

Print Name

Signature of Trainer

Date

## **TRACK D**

Upon completion of Tracks A through C, employees proceed to Track D, geared specifically toward continuing education and training.

### **Monthly**

A two-hour course required of all personnel.

- Refresher OJT Training

### **Quarterly**

A six-hour course required of all personnel.

- Classroom Refresher Training

Officers are tested upon completion of each training session to ensure they possess the knowledge to do things the CSS USA way. They strive to go beyond the call of duty when it comes to treating clients, guests and visitors with the utmost respect and to provide premium service that exceeds your security needs.

### **Training Resources**

Our in-house training program has been created specifically for CSS USA employees based on years of experience in the security industry that encompasses service on a nationwide basis. Resources include the use of State and County training programs for advanced coursework, as well as employing the use of CPR/AED training firms.

Additionally, our seasoned in-house trainers, Dan Meadows and Michael Lodge, are powerful resources together with CSS USA's specially designed PowerPoint presentations, accompanying facilitator guides and worksheets, interactive games, officer training manuals with post orders and more.

### **Internal Promotions**

CSS USA strives to promote from within, which is why we believe in the importance of investing time, money and effort into thoroughly preparing our employees for a long career with our firm. Our industry is a demanding and often complex one that requires a great deal of dedication and customer service of the utmost quality. Once we've chosen the right individuals to join our team, we do what it takes to ensure they possess the education and tools to succeed and advance with CSS USA.

## **PERSONNEL DEVELOPMENT PROGRAM**

Aside from numerous, spontaneous interoffice goals which result in monetary and comp-time rewards, CSS USA has instituted the Champions program. Following is a brief overview of our personal and professional development program. Each level requires various achievements to be accomplished in five (5) categories: Tenure, Performance, Training, Community Involvement and Personal Growth.

### **Qualifying Level: ORANGE**

- 30 days tenure
- 30 consecutive days of perfect attendance
- 30 consecutive days with no documented performance issues
- Completion of a Site OJT Training Checklist

Upon completion, officer gets a uniform campaign ribbon; Veterans or current active military personnel get an additional US Flag Campaign Ribbon recognizing their service to their country and community.

**Qualifying Level: BRONZE**

- Six months tenure
- Three months at Orange Level
- Six months of no unexcused absences
- Six consecutive months with no documented performance issues
- Completion of three designated training tapes available online

Upon completion, officer gets a set of **Bronze Champion** epaulet covers to be worn on their uniforms, a Certificate of Achievement and a custom ceramic coffee mug.

**Qualifying Level: SILVER**

- One year of continuous tenure
- Six months at Bronze Level
- Twelve consecutive months of no unexcused absences
- Twelve consecutive months with no documented performance issues
- Completion of one satisfactory performance appraisal
- Completion of three additional designated training tapes available online
- Four hours of voluntary community service within the past six months

Upon completion, officer gets a set of **Silver Champion** epaulet covers to be worn on their uniforms, a Certificate of Achievement and a custom ceramic coffee mug.

**Qualifying Level: GOLD**

- Three years of continuous tenure
- One year at Silver Level
- Twelve consecutive months of no unexcused absences
- Twelve consecutive months with no documented performance issues
- Completion of two consecutive satisfactory performance appraisals
- Completion of three additional designated training tapes available online
- Four hours of voluntary community service in the past six months
- Participation in one branch continuous improvement project
- Completion of one post secondary level education course of your choice within the past twelve months, (80% reimbursement eligibility up to \$150.00.)

Upon completion, officer gets a set of **Gold Champion** epaulet covers to be worn on their uniforms, a Certificate of Achievement and a custom ceramic coffee mug.

Upon completion, officer gets a set of **Gold Champion** epaulet covers to be worn on their uniforms, a Certificate of Achievement and a custom ceramic coffee mug.

CSS Champions		Continuous Improvement Initiative - Recognition & Development Program			
Definitions					
<p>1. "Mandatory": The CSS Champions program is a self development program. Employees are expected to participate in the program on their own time. Unless any portion of the program becomes "mandatory" by virtue of a contractual relationship with a client, there is no compulsion for participation. Incentive reimbursement is the only circumstance that will reward monetary reimbursement.</p> <p>2. "Continuous Tenure": As it implies, however employee tenure will not be deducted for off days or vacation days. FMLA days, work not available, approved leaves of absence, or other programs approved absence will be deducted from tenure. If an employee voluntarily or involuntarily leaves the company for any reason or under any circumstances, they lose their tenure and must start all over again. Previous to real achievement will not count toward future qualifications under these circumstances.</p> <p>3. "Unexcused Absence": Is any absence that is not approved per policy guidelines, does not meet probation requirements, or cannot be independently verified as valid. Examples of "Unexcused Absence" includes travel for a family member funeral, or a legitimate illness accompanied by a Doctor's written note. To protect the integrity of the program, designations must accompany the approved absence. Any exceptions to this policy must be approved by sector management only.</p> <p>4. "OT Checklist": each site and/or post should have a custom OT checklist. If an account has an Operations approved equivalent of an OT Checklist, it may be accepted. However, it must have an employee's signature, a date, and a manager's signature to be valid.</p> <p>5. "Documented Performance Issues": only written documents included in the employee's file will count as a Documented Performance Issue. The ownership is on Separation to assure that problems are communicated and documented. If no documentation, there is no performance issue.</p> <p>6. "Designated Training Tapes": These are pre-selected tapes that qualify the individual. Only the approved completion documentation, in the employee's file, will qualify them for this element.</p> <p>7. "Release and Current Active": To qualify for this program ribbon, the employee file must contain the DD214 or a copy of their active/inactive ID card. No employee is permitted to wear the Flag Ribbon without this publication.</p> <p>8. "Satisfactory Performance Appraisal": It is designed an approved document to record an employee's performance. This form is the only official document accepted. It is required for the program in 2009, and will be mandatory across our employee population in 2009.</p> <p>9. "Community Service": a form will be available to be completed by the individual regarding the service of the employee. In addition, formal organized "events" or "trips" that benefit charitable organizations will also be acceptable. In the case, proof of participation is required, not the form. To encourage the health and fitness of our officers, the time requirement will be waived for participation in this type of event.</p> <p>10. "Post Secondary Course": is any course designed for adult attendance or participation. There is no additional requirement except that a completion document is received. If reimbursement is sought, it must also accompany the certificate of completion. Reimbursement does not occur until completion of the course. 80% of the limit or cost of the course will be reimbursed, up to a maximum of \$150.00. A standard expense report will be required.</p>					
Level	Tenure / Experience	Reliability	Performance	Training	Other
 <b>ORANGE</b>	• 30 Days	• 30 days perfect attendance	• No performance related write-ups.	• OT Checklists	
 <b>BRONZE</b>	• Six Months • Three Months at Orange Level	• 6 months "0" unexcused absences.	• No performance related write-ups.	• Successful completion of three (3) designated PSIN Tapes: 1. Professional Development 2. Attention to Detail 3. Fitness for Duty	
 <b>SILVER</b>	• One Year at CSS • Six Months at Bronze Level	• 12 months of "0" unexcused absences.	• No write-ups in past six months. • Satisfactory performance appraisal.	• PSIN Tape Programs: 1. Intergroup Skills 2. Handling Emergency Situations 3. Career Development	• Four (4) hours of voluntary community service in past six (6) months.
 <b>GOLD</b>	• Three (3) Years at CSS • One Year at Silver Level.	• Past 12 as respective months of "0" unexcused absences.	• No performance related write-ups in past 12 months. • Two consecutive Satisfactory performance appraisals.	• Additional three (3) PSIN Tape Programs: 1. Physical Security Survey 2. Diversity Awareness 3. Handling Insects OS. • Certified Specialist Testing	• Four (4) hours of community service in past six (6) months. -AND- • Serve on one (1) Branch Continuous Improvement Project. -AND- • Complete one (1) postsecondary level education course of your choosing within the past 12 months. 80% Cost Reimbursement with "C" or better.

**10.4 Employee Evaluations and Practices**

Our supervisory and employee evaluation information including a copy of our annual performance review form has been provided within this section in accordance with the requirements of the solicitation.

  
**PERFORMANCE  
APPRAISAL**  
  
**CORPORATE SECURITY SOLUTIONS**  
  
DATE: \_\_\_\_\_  
  
\_\_\_\_\_  
Employee  
  
\_\_\_\_\_  
Area Office



## CORPORATE SECURITY SOLUTIONS APPRAISAL

*Employee*

*Supervisor*

*Dept.*

*Date*

### 1. OBJECTIVES

List three to five objectives that are clearly understood as part of the job. These should be major areas of concentration that are key to the success or failure of this position.

Rate each item on a six-point scale:

1) Not Met 2) Partly Met 3) Mostly Met 4) Met 5) Exceeds Some 6) Exceeds

	1	2	3	4	5	6
	Not Met	Partly met	Mostly Met	Met	Exceeds Some	Exceeds
A.						
B.						
C.						
D.						
E.						

### 2. COMPETENCY

The Employee being evaluated must be competent in the following areas. Evaluate the employee based on both the "requirements" and current "actual" level attained.

Criteria:

Required Ability:

1) No requirement      2) Limited Requirements      3) Occasional Requirement  
 4) Frequent Requirement      5) Strongly Used Requirement      6) Constantly Required By Job

Actual Ability:

1) No Ability      2) Very Limited Ability      3) Below Average Ability      4) Meets Requirement  
 5) High Ability      6) Outstanding Ability

	Required Ability (1 to 6)	Actual Ability (1 to 6)
A. Supervisory Capabilities		
B. Decision Making		
C. Quality of Work	6	
D. Leadership		
E. Integrity		
F. Customer Focused		
G. Communications		
H. Job Knowledge	6	
I. Self-Starter Motivation		



## CORPORATE SECURITY SOLUTIONS APPRAISAL

### 3. TRAINING AND DEVELOPMENT

The employee being evaluated must be competent in the following areas. Evaluate the employee based on both the "requirements" and current "actual" level attained.

	Required	Actual
A. Education/Experience		
B. Training		
C. Unique Skills		

### 4. GENERAL/PERSONAL

If it's important to the individual's job accomplishment, personal growth, or training to adhere to standards, you might want to look at the "housekeeping" items such as:

- a. Attendance; b. Tardiness; c. Appropriate Dress; d. Orderliness of work area, files, etc.;
- e. Safety

	1	2	3	4	5	6
	Not Met	Partly met	Mostly Met	Met	Exceeds Some	Exceeds
A.						
B.						
C.						

### 5. OTHER

Finally, look at some of the following, if the job requires, or allows them to occur.

	1	2	3	4	5	6
	Not Met	Partly met	Mostly Met	Met	Exceeds Some	Exceeds
A. Creativity						
B. Innovations						
C. Initiative						
D. Extra Effort						
E. Positive Influence (Attitude) on others						
F. Self-Development						
G. Other						

### FUTURE GOALS AND OBJECTIVES OF EMPLOYEE

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## CORPORATE SECURITY SOLUTIONS APPRAISAL

SUPERVISOR'S COMMENTS ON OVERALL PERFORMANCE & PROGRESS \_\_\_\_\_

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You must be constantly aware of the relevance and importance of your every day activities and your impact on our clients.

\_\_\_\_\_  
 Employee

\_\_\_\_\_  
 Date

\_\_\_\_\_  
 Supervisor

\_\_\_\_\_  
 Date

EMPLOYEE'S COMMENTS ON OVERALL PERFORMANCE & PROGRESS \_\_\_\_\_

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-----EMPLOYEE INJURY AND RETURN-TO-WORK PROGRAM-----

**POLICY STATEMENT**

It is the policy of CSS USA to maintain and support a Return-to-Work Program. It is designed to minimize the disruption and uncertainty that can accompany any injury or illness for both the company and for all its employees. The cornerstone of this Return-to-Work Program is communication. As such, a specific responsibility for communicating return-to-work information is central to its success and is the basis for this program.

**PROCEDURES**

- I. As soon as possible after an injury occurs the worker should report the injury to his/her supervisor who in turn will report it to the human resources department. The injured employee will be instructed to complete the Employee Injury Report. Any necessary paperwork will be provided and, if necessary, assistance given for completing it. This should be accomplished within 24-hours. The supervisor and/or area manager will complete the Supervisors Accident Investigation Report within 72 hours of the incident. All appropriate information will be submitted to the workers' compensation carrier by the human resources department. Accidents that do not result in injury must also be reported.
  
- II. While off work with an injury contact with the employee's supervisor should be maintained as follows:
  - A. The worker is to report his/her return-to-work status after each doctor's appointment. Unless otherwise arranged between the worker and his/her supervisor, this shall be done in person by providing a copy of a work release, a physical capacity form, or a job analysis signed by the attending physician.
  
  - B. The Human Resources Department and Supervisor should contact the injured employee weekly. This contact is intended to keep the worker informed of pertinent company information and the company informed of the worker's current condition/needs for return-to-work.
  
- III. If the worker leaves work to see a physician he/she is to relay information to the physician regarding the availability of transitional work. The communication of this information may done in writing or verbally.

In any event, when the attending physician is known, information regarding available transitional work, either in the form of a specific job analysis/task list or a request for physical capacity information, will be provided. A job analysis for the worker's regular job also will be provided if one is available. This may be done by the human resources department, the workers' compensation carrier or both.



IV. The worker will be assigned to a job or task(s) according to the restrictions/approval of the attending physician and the business needs at the time of the release. This assignment may be in a different location or on a different shift than worked at the time of injury. It may be a portion of the regular job if the restrictions require a reduction in hours or the elimination/reassignment of a work activity/activities essential to the performance of the job.

V. Transitional jobs are temporary in nature and are intended to ease the employee back to regular duty. The transitional work will be monitored by the supervisor and the human resources department on an ongoing basis. Should the attending physician change the worker's restrictions, the transitional assignment may be adjusted accordingly. In any case, workers will not be expected to exceed the restrictions given.

If the transitional assignment lasts for more than 14 days, it will be reviewed at that time and at 14-day intervals thereafter. It may be extended or ended at the discretion of the human resources department.

Any problems with the transitional assignment will be discussed with the worker and any changes needed will be defined.

VI. When the attending physician gives a release to transitional work, a job offer letter may be given in person or mailed CERTIFIED mail, with a response requested. It shall include a description of the job duties, the start date and hours, the duration of the job (if known), where and to whom to report, the wage to be paid and a copy of the work release and/or signed job analysis.

VII. The transitional job will end when one of the following occurs:

- a. The worker is released for full duty regular employment.
- b. The worker returns to a job that is not part of the Return-to-Work Program.
- c. The transitional job is no longer available or has not been extended under the terms of this program.
- d. The workers' compensation claim is closed.

VIII. Should the worker be given permanent restrictions by his/her attending physician, each case will be reviewed individually outside this Return-to-Work Program and in accordance with all state and federal guidelines.

### 10.5 Pay Rates

CSS USA proposes the following pay rates in accordance with the mandates specified in the solicitation:

Security Manager	\$ 19.00 hr.
Senior Airfield Patrol Officer	\$ 16.00 hr.
Airfield Patrol Officer	\$ 14.50 hr.
Extra Security Officer	\$ 11.00 hr.



## 11. REFERENCES

Security specialists at CSS USA have performed many contracts of similar scope, size and relative complexity. CSS USA offers the following facilities for reference including contact names and phone numbers, contract information and a synopsis of services:

### CINCINNATI/NORTHERN KENTUCKY INTERNATIONAL AIRPORT

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PO Box 75200, Cincinnati, Ohio 45275-2000  
 Chad Everett, Security Operations  
 Phone: 859.767.3680

Contract Value: \$428,775.36

For the busy Cincinnati/Northern Kentucky International Airport, CSS USA's officers provide gate, exterior, parking and entry control point protection. Additional services include interaction with the public, traffic control, vehicle explosives inspections, interaction with Transportation Security Administration (TSA) and local law enforcement, crowd control and more. Eighteen staff members fulfill this one-year renewable contract.

### NORTHWEST REGIONAL AIRPORT COMMISSION: CHERRY CAPITAL AIRPORT

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Cherry Capital Airport, 1330 Airport Access Road, Traverse City, Michigan 49686  
 Kevin Klien  
 Phone: 231.218.0532

CSS USA provides armed and unarmed, uniformed security officers seven days per week. Officers deter criminal activity, as well as respond to situations of interference and perform overall security at screening checkpoints. Patrol duties include the terminal building and airport property within a five-minute walk of checkpoints. Officers search vehicles for explosive devices, assist with the issuance of traffic tickets and monitor curbside activity. In addition to security details, guards perform diverse public relations duties.

### U.S. DEPARTMENT OF HOMELAND SECURITY— FEMA

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Acquisitions Gulf Coast Recovery Office, 415 N. 15th Street, Baton Rouge, Louisiana 70802	
Thomas Hofius, FEMA Security Manager	William Neubauer, FEMA Security Manager
Phone: 702.785.2469	Phone: 504.235.1429

Service Period: October 2006 to January 2008  
Weekly Man Hours: 19,000 average  
Contract Value: \$42,000,000.00

CSS USA provided armed guard services, 24/7, for group sites in Baton Rouge and New Orleans. Guards performed a variety of duties related to safeguarding FEMA facilities, equipment and staff. Assisting employees and private individuals, observing visitors for compliance with posted rules, assisting in preliminary investigations, identifying persons attempting to gain unauthorized access to FEMA property, deterring,



detecting and reporting crimes and potential violations, and assisting medical and law enforcement personnel were among the duties. Guards also controlled traffic and secured perimeter of properties, as needed.

UNITED PARCEL SERVICE OF AMERICA (UPS)

Randy Norris, Security Manager, 55 Glenlake Parkway, Atlanta, Georgia 30328  
Phone: 614.870.4212

Service Period: 2005 to present  
Weekly Man Hours: 2,685  
Contract Value: \$1,735,076.00 annually

CSS USA's officers provide two primary functions at three locations for UPS in Minnesota, Iowa and Ohio: access control and vehicle processing. At all locations, our guards are responsible for all employees, visitors and contractors who wish to enter and/or depart the facilities. There are strict badge requirements, as well as limitations on items that enter or leave the facility. Guards monitor full-body metal detectors and are trained at hand-wanding, if necessary. Guards also perform cursory bag checks, again, in both ingress or egress situations. They interact with more than 700 employees daily and more than 1,000 during peak periods.

More than 500 vehicles will either enter or depart the facilities each day, with more than 750 vehicles during peak periods. There are specific processing procedures for each transaction. All involve sealing, unsealing, inspection or verification of routing paperwork and cargo contents in one form or another. Different procedures apply based on content, point of destination or point of origin. Additionally, our guards shut down and secure each facility on Saturdays, then reopen and make both facilities operational on Sunday nights.

INNER PARISH SECURITY CORPORATION (IPSC)—Federal Emergency Management Agency (FEMA)

Mark Leto, Sr, IPSC, 43222 Pecan Ridge Drive, Hammond, Louisiana 70403  
Phone: 985.542.7960

Service Period: February 2008 to May 2008  
Weekly Man Hours: 2,856  
Contract Value: \$978,805.25

CSS USA worked with IPSC to fulfill FEMA contracts for security guards to perform a variety of security related duties depending on specific post orders. Armed guard services included, but were not limited to, assisting employees and private individuals with rules and regulations while on FEMA grounds, assisting in preliminary investigations, identifying persons attempting to gain access to FEMA property, deterring, detecting and reporting crimes along with potential violations, and assisting medical and law enforcement personnel.



## 12. TECHNICAL APPROACH AND SECURITY PLAN

### 12.1 Comprehensive Security Services

CSS USA is an international security firm based in Michigan. We have nearly 40 years of experience providing security services to businesses, organizations and government agencies. For the past 16 years, under the leadership of Christopher Frain and Andrew Shaffer, the company has expanded to incorporate customer service and security operations throughout the U.S. and abroad.

Government agencies rely on our first-rate service. CSS USA is a GSA Contract Holder (GS-07F-9157S). We have built a reputation on delivering the most comprehensive, innovative and tailored protection services designed to meet exacting standards.

We employ more than 1,300 trained and experienced security guards, administrative support staff, supervisors and managers. In addition, we have established business partnerships with firms to provide select expertise that complement our core capabilities and provide extended geographical reach. Our full-time security staff together with our extended resources ensures our preparedness to successfully undertake any contract awarded to CSS USA.

CSS USA deploys uniformed guards specifically trained to protect your properties. Our officers can provide expert analysis and security coordination for anything from residential communities to luxurious high-rise condominiums to the nation's most prestigious gated communities. Whether the need involves security at shipping ports, union strikes, airports, industrial applications or healthcare facilities, our fully equipped professionals will help you command any location and prepare for any situation.

When disaster strikes, our emergency response teams stand ready. Guided by high-performance experts in security, law enforcement and crisis response, CSS USA emergency response team members possess the ability to field expansive, specialized units in hours – anytime, anywhere.

CSS USA is licensed to provide security services in the following states, which constitute our primary markets:

- Connecticut    • Indiana    • Louisiana    • Minnesota    • Texas    • Florida
- Iowa    • Maryland    • Missouri    • Ohio    • Kansas
- Michigan    • Nebraska    • Tennessee    • Wisconsin    • Kentucky

### QUALITY CONTROL ASSURANCE

We believe our employees are our most important asset. Quality control begins when we recruit the finest individuals — experts who possess the aptitude to complete any project with diplomatic finesse. Our exclusive training process provides additional assurance that team members are armed with the skills they need to deliver impeccable service of the utmost quality. In addition, we administer on-going developmental training to keep staff members performing at their very best.

Maintaining open lines of communication helps assure that our professionals deliver exceptional service in CSS USA's standard of excellence. We believe there is always room for improvement, so we are constantly



striving to expand our operations to meet and exceed your ever-changing needs. Additionally, once staff is on site, our managers inspect operations regularly to monitor performance and ensure we achieve client expectations.

CSS USA is a service-oriented organization; our primary goal is to provide impeccable service of the utmost quality. We take great care before bringing anyone on board to make sure those individuals have the aptitude, personality and training to help accomplish that goal.

You will never hear one of our employees say, "That's not my job." Our personnel are taught to assist in any way requested of them while on duty. If the request requires the employee to neglect his/her duties or could compromise the security of the property, the employee is instructed to find someone to assist with the task.

#### PROVEN EMERGENCY RESPONSE CAPABILITIES

CSS USA has built a reputation on our ability to adapt quickly to meet our clients' changing needs. We possess an unparalleled emergency response team comprised of experienced security guards detailed in military and law enforcement backgrounds. Our quick, reactive network includes experienced security experts who can be placed on site—anywhere in the world—within 24 hours.

CSS USA's emergency response team has the knowledge accompanied by real-life skills to train and support our clients' and their staff members, whatever the need. We maintain a force of experienced personnel around the world who have been pre-interviewed and remain available on short notice. Our team is always on standby to deploy to a crisis, whether they are launching new relief efforts or lending support.

As a global security corporation, we know better than anyone, your need to command only the best security guards. CSS USA is ready to fulfill your demands, exceeding expectations of precision and diligence, all in a strictly contained environment. We have answered the call in many highly volatile situations and stand ready to assist you, as well. Our experience in the wake of Hurricane Katrina will speak for itself as you read on.

#### OUR DISASTER RESPONSE EXPERIENCE

In response to Hurricane Katrina, CSS USA mobilized and trained 600 armed and unarmed security officers from across the nation and had them on the ground within one week. Katrina's wake left a lawless environment that included hundreds of thousands of people in dire need of basic necessities. We sent fully trained security officers to help guard FEMA trailer parks, hotels and supply distribution centers while the devastated area regained control and began the rebuilding process. Implementation of a similar proficient, coordinated structure on your site is something you can expect from us.

CSS USA invested heavily in the necessary equipment, supplies and multiple properties to support the rapid deployment of personnel. Our management team established multiple command centers in the area. We built our first compound on ten acres of land just north of Baton Rouge, La. Our technicians set up specially equipped quarters including a customized kitchen capable of feeding hundreds of guards at a time, portable shower/latrines and an activity center containing exercise equipment and TVs. Aside from the primary structure, we constructed three additional, self-sustained housing units, all backed by a powerful generator

which provided additional assurance that business would continue uninterrupted. In the primary structure, we established a control center equipped with computer terminals and a reception area.

Our emergency response team also converted a Winn-Dixie grocery store into our second compound in New Orleans. Technicians transformed this structure into fully functional headquarters complete with a control center, living area for hundreds of guards, customized laundry facilities and a self-sufficient kitchen trailer capable of feeding 1,000 guards at a time. As you can see, we are ready to meet any logistical and physical need that your organization demands. We will do what it takes to ensure your facilities operate smoothly and efficiently.

CSS USA's management team coordinated every action of our security guards in entirely contained environments. We controlled all of their transportation needs, whether it meant bussing them to and from FEMA work sites or coordinating authorized leaves from our compounds; we made sure everyone was always in their designated area. CSS USA transported our guards efficiently in our own 40-passenger buses and 15-passenger vans.

### ***12.2 Availability of Personnel***

CSS USA will manage your contract with a hands-on approach from all levels of management. CSS USA has designated an operations manager who will be in charge of scheduling, daily interaction with officers and clientele. The following positions summarize the roles and responsibilities of key personnel who will be involved in servicing your account from an operational standpoint.

#### Project Manager

Our project managers are in charge of maintaining proper staffing levels, overall client satisfaction, post order compliance, suitability of personnel and ensuring training requirements are met for all employees operating at client site(s). The project manager has the ability to change personnel deemed necessary by our client or at his own discretion. The project manager also has the instant decision-making ability to ensure CSS USA is in compliance with the contract—no matter time, date, nor reason. The project manager will oversee the site on a weekly basis to ensure all needs are being met and all tasks are performed correctly.

#### Operations Manager

Our operations managers are also in charge of overseeing staffing levels, overall client satisfaction, post order compliance and suitability of personnel. Operations managers have the ability to change personnel deemed necessary by our client. They also possess the instant decision-making ability to ensure CSS USA is in compliance with the contract—no matter time, date, nor reason. The operations manager will visit the site on a weekly basis to ensure superior supervision and client interaction.

#### Night Managers

Night managers help ensure that officers are performing their duties in full uniform and with a good attitude. Night managers are crossed-trained and have the ability to hold post at client site(s), in case of emergency situations and additional staffing needs. Night managers are often tasked with preparing and presenting QA/QC evaluation forms to the client showing after-hour visits and performance improvement plans.



### General Manager

Our general managers are in charge of overall oversight of the project; he or she will ensure that all managerial staff members are working to meet the contract regulations and that staff meet all requirements. These managers give the final approval on all hires ensuring our quality is above standard. General managers also meet with clientele on a weekly to biweekly, or as-needed, basis. General managers have authority over all management staff and can make quick decisions on all concerns of the contract aside from financial aspects.

### Training Manager

Training managers are in charge of training all officers on our overall training programs. Training managers provide documentation to clientele on all staff preplacement training, OJT, continuous and ongoing training. Training managers are available to the clientele on an as-needed basis. They are tasked with quarterly training and audits of our educational and personnel development programs. Training managers create the training program for clientele review within three days of award. Training managers have absolute oversight of the training program reporting directly to the general manager and the CSS USA executive staff. Training managers ensure that each officer on your site possesses all the appropriate equipment signed off on the OJT prior to their first day of work. Documentation is given to clientele for review.

### Vice President

Vice presidents are assigned by region and provide executive oversight for all management staff. Vice presidents are available 24-hours a day, 7-days a week. They are available to meet with clientele on a biweekly to monthly basis, or more if necessary. They maintain absolute authority on all aspects of the contract, assuring CSS USA provides the instant decision-making necessary to ensure quality contract compliance and overall satisfaction.

CSS USA maintains a roster of extra personnel who are crossed-training at the client site(s) for post vacancies, short-term post and short notice from the employee or client. These personnel also assist at other CSS USA posts. This gives CSS USA added flexibility to ensure coverage and quality during post coverage at all times. These personnel will receive the same training as regular client personnel. CSS USA will also ensure that our management staff including operations manager, night managers and/or training managers are crossed-trained in all aspects of the contract. This provides another level of flexibility in staffing.

CSS USA has a 24-hour dispatch that monitors shift changes through our real-time scheduling system (Valiant). This system monitors the officers who are clocking in- and out-of-duty through a phone clock-in system using personnel identification numbers. The dispatch center monitors each employee clocking in and out in real-time by CSS USA-trained dispatch units. If there is a scheduling issue, CSS USA protocol is that no officer is allowed to leave post without proper relief. The dispatch center then calls the night manager or operations manager to respond to the site within 30 minutes of the call. This thorough checks and balances system provides the quality assurance that allows us the opportunity to proudly state:

"We have never missed coverage on any contract not authorized by our clients."

### 12.3 Transition Plan/Implementation Schedule

CSS USA offers a thorough transition plan with a detailed timeline and a countdown to turnover of services. Your transition schedule will be customized to suit your needs and sites. The sample plan (shown below) reflects the attention to detail you can expect from CSS USA.



**Know your  
Transition Planning**

**CSS USA PROVIDES A  
CUSTOMIZED TRANSITION  
PLAN COMPLETE  
WITH TIMELINE**

Your Company Name

DATE	DAY	T-DATE	EVENT	NOTES
Mon	T-30		Transition Rev	
Tue	T-29		Organization up Orientat	Packets; Printing Order
Wed	T-28		Client Meeting	equipment & s
Thu	T-27		Orientation Se	
Fri	T-26		Launch Recruit	Uniform Order
Sat	T-25		Orientation Se	
Sun	T-24		OPEN	
Mon	T-23		Interviews	
Tue	T-22		Interviews	Pre-Employme
Wed	T-21		Client Meeting	Orders; Initial Interviews
Thu	T-20		Interviews	Pre-Employme
Fri	T-19		Launch Recruit	Uniform Order
Sat	T-18		OPEN	
Sun	T-17		OPEN	
Mon	T-16		Interviews	
Tue	T-15		Interviews	Pre-Employme

Your Company Name

DATE	DAY	T-DATE	EVENT	NOTES
Wed	T-14		Client Meeting #3; Dra	Draft - Past Orders; Dr
Thu	T-13		Interviews	Pre-Employment Assess
Fri	T-12		Launch Recruiting Cam	Uniform Order #3
Sat	T-11		OPEN	
Sun	T-10		OPEN	
Mon	T-9		Interviews (If Needed)	
Tue	T-8		Interviews (If Needed)	Pre-Employment Assess
Wed	T-7		Client Meeting #4; Fi	Orders; Final - OJT Plc
Thu	T-6		Interviews (If Needed)	Pre-Employment Assess
Fri	T-5		Training Day #3.	Uniform Order #4 (If
Sat	T-4		Training Day #4	
Sun	T-3		Training Day #5	
Mon	T-2		Training Day #	
Tue	T-1		Training Day #7	
Wed	T0		START UP.	Client Meeting
Thu	T+1		Duty Manager Day #1	
Fri	T+2		Uniform Order - Final	Duty Manager Day #2
Sat	T+3		Duty Manager Day #3	

Your Company Name

DATE	DAY	T-DATE	EVENT	NOTES
Sun	T+4		Duty Manager Day #4	
Mon	T+5		Duty Manager Day #5	
Tue	T+6		Duty Manager Day #6	
Wed	T+7		Client Meeting / After Action Review; Communication	Plans.
Thu	T+8		Duty Manager Day #8	
Fri	T+9		Duty Manager Day #9	
Sat	T+10		Duty Manager Day #10	
Sun	T+11		Duty Manager Day #11	
Mon	T+12		Duty Manager Day #12	
Tue	T+13		Duty Manager Day #13.	
Wed	T+14		Client Meeting /Follow-Up Reviews	Duty Manager Day #14
Fri	T+16		Duty Manager Day #15	
Mon	T+19		Duty Manager Day #16	
Thu	T+22		Client Meeting /Follow-Up Reviews	Duty Manager Day #17
Sat	T+24		Duty Manager Day #18	
Tue	T+27		Duty Manager Day #19	
Fri	T+30		Duty Manager Day #20	Set Relationship/Communication Agreement

[www.gocss.com](http://www.gocss.com)

#### **12.4 Vehicle Maintenance Plan**

CSS USA is familiar with the provision of vehicle maintenance plans and services and has submitted an effective approach herein to operate this contract.

We shall provide all material, labor, operating fluids and supplies, tools and any other items required to perform scheduled and unscheduled vehicle upkeep on the hybrid SUVs proposed.

CSS USA will design a scheduled maintenance report that will be agreed upon with the client. Each vehicle will listed in this report with coordinating time frames for timely scheduled maintenance such as:

- Change engine oil and filter
- Lubricate chassis components
- Visual check for leaks or damages
- Change engine air cleaner filter
- Check engine coolant and windshield washer fluid levels
- Inspect suspension and steering components
- Inspect engine cooling system
- Inspect wiper blades
- Inspect restraint system components
- Lubricate body components
- Check transmission fluid level and add fluid as needed
- Check inflation pressure and wear of tires
- Rotate tires every 6000 miles

This scheduled maintenance will be performed every two thousand (2,000) miles per vehicle based upon odometer calculation, or every six (6) months of vehicle operation extended over a 12 month maintenance period, whichever comes first. Scheduled maintenance will commence with an Initial Inspection at the current mileage of vehicle, as recorded by odometer. This inspection will establish a maintenance baseline for the vehicle, as determined by the operating condition of the vehicle at start of the maintenance cycle. We will provide employees who will be in charge of the maintenance and repair. Our crews operate at the same high standards we've built our reputation on, regardless of the location or the task.

The client will be provided with the maintenance schedule for all vehicles and a monthly update of service (routine and otherwise) on all vehicles and any other reporting requirements specified or requested.

We would rely on the backup vehicle, if any of the following were to occur:

- Wheel alignment necessity
- Tire puncture
- Air-condition leakage and refill
- Change of brake pads including parts per axle
- Change of brake discs including parts per axle



### **13. COMMUNICATION**

Management and executive team members servicing each and every CSS USA account provide project oversight for all staff and are available 24-hours a day, 7-days a week to staff members and client representatives through our Command/Dispatch Center. Guards are equipped with cell phones and emergency contact numbers of all key personnel at CSS USA, our client representatives and local emergency numbers.

#### **13.1 Command/Dispatch Center—24/7**

CSS USA provides a 24-hour per day/7-day per week dispatch service so you can talk to an employee—not an answering machine or service—any time of day, any day of the week. Our managers visit your sites to confer with officers and monitor their performance several times per week. We also hold monthly support meetings (unless increased frequency is specified or deemed necessary). In addition to phone support, site visits and meetings, customer service surveys are sent directly to clients to ensure that impeccable service is being delivered. We take immediate action if unacceptable service issues are identified.

#### **13.2 Communication Equipment**

The security manager, senior airfield patrol officer and airfield patrol officer will be equipped with the items listed in accordance with the solicitation as shown in section 7 titled Equipment and reiterated in section 15 titled Cost of Services.







**15. COST OF SERVICES**

Description	Cost/Hour		Est. Total	Annual Cost
Security Manager (40hrs/week)	\$ <u>26.39</u>	X	2080 Hrs.	\$ <u>54,891.20</u>
Senior (Rotating Shifts)	\$ <u>22.22</u>	X	6680 Hrs.	\$ <u>148,429.60</u>
Airfield Patrol Officer (Rotating Shifts 56 hrs/week)	\$ <u>20.14</u>	X	5840 Hrs.	\$ <u>117,617.60</u>
Estimated Grand Total/Year				\$ <u>320,938.40</u>

Extra Security Officer (No vehicle required)\* \$ 15.28 /hr

\*This Security Officer will be on an as needed basis and will not factor into cost for basing award. This Security Officer will be for scheduled and non-scheduled events at the Airport or Downtown Helistop. For non-scheduled events the Security Officer should be able to respond to the Airport or Downtown Helistop for assignment within 4 hours.

Number of days that the Contractor will need for personnel training and initial startup at no cost to the City 7 days



## **CITY OF FORT LAUDERDALE SECURITY PROGRAM**

CSS USA's rates for the services and vehicles requested by the City of Fort Lauderdale have been provided on the previous page. Our pricing is intended to provide a brief snapshot of the various services and equipment we are proposing, as well as associated fees and items included at NO ADDITIONAL COST, which have been included below.

Service Description: Provide no less than eight (8) fully trained security officers\* to service the City of Fort Lauderdale account as specified in the solicitation with choice of patrol vehicles.

\*Patrolling officers will not carry guns while on duty.

### Services Included at No Additional Charge:

- Comprehensive post order development outlined with specific job description, tasks and more in the CSS USA Employee Handbook and Manual including Standard Operating Procedures.
- Surprise inspections by roving management and supervisors.
- Quarterly post-specific training classes for all officers (at no direct cost to client).
- Exclusive CSS USA Hospitality training program for all employees (at no direct cost to client).
- Secure, online customer service portal for 24-hour customer service feedback.
- 100-percent of our workforce has access to full medical and dental insurance.

### Services/Equipment Included at No Additional Charge for the CITY OF FORT LAUDERDALE account:

- Minimum of 80 hour specialized contract training.
- Two late model SUVs (2007 or newer) or pickup trucks with trailer hitch and two-way vehicle aviation radio, hand-held aviation band receiver and locker to include first aid kit, flashlight, tool box with pliers, wrench, screwdrivers, rain gear (boots, jackets, pants,) tow straps, fire extinguisher, scoop-type shovel, push broom and five-gallon plastic bucket.
- Backup vehicle equipped with amber rotating or flashing beacon.
- Fuel and operating fluids for vehicles.
- Cell phones compatible with the City's cell phones (and adapters for charging units).



**16. STATEMENT OF NON-COLLUSION**

CSS USA understands that the information contained in our proposal is to be relied upon by the City in awarding the proposed agreement, and we warrant the information to be true. CSS USA agrees to furnish any additional information, prior to acceptance of any proposal, relating to our qualifications, as may be required by the City.

**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.

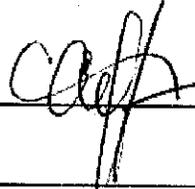
For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

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>
 C. Andrew Shaffer	Not Applicable
_____	_____
_____	_____
_____	_____

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.



## 17. APPENDIX

### 17.1 Statement of Financial Condition



July 11, 2008

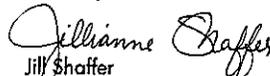
**SUBJECT: Testament of CSS USA's Financial Condition**

This letter is to serve as testament to the financial condition of CSS USA, in addition to the Bank Confirmation Letter from the Vice President of Fifth Third Bank and along with the reviewed financial statements—all enclosed within our proposal.

Let it be known that CSS USA's present financial condition is materially the same as that which has been presented in the form of a balance sheet and income statements enclosed within our proposal.

If any additional information is needed, please feel free to contact me at 866.462.7786.

Sincerely,

  
Jill Shaffer  
Finance Manager  
CSS USA

8066 E. Fulton  
Ada, MI 49301  
www.gocss.com

P. 866.462.7786  
F. 616.248.3277

CSS USA

**17.2 Bank Confirmation Letter**



STEVE M. SLEE  
Vice President  
Corporate Banking Department  
616-653-5654  
Fax: 616-653-5830

January 29, 2008

To Whom It May Concern:

Corporate Security Solutions, Inc./CSS Global, Inc. opened its accounts with Fifth Third Bank on December 23, 2005. Average deposit account balances are greater than \$100M and less than \$500M. Secured Lines of Credit, maturing 04/04/09, range from \$3.5MM to \$12.0MM with daily availability changes ranging from \$100M to \$3.50MM. Other debt includes term obligations as well as non-revolving equipment financing with maturities extended through 12/31/12.

All obligations/requirements have been handled within acceptable terms and CSS continues to be a strong, long-term client of Fifth third Bank.

Sincerely,



Steven M. SLEE  
Vice President