

Exhibit B-3

Mailing: PO Box 471614*Miami FL 33247
Office: 2111 SW 60 Way*Miramar FL 33023

KEMP GROUP INTERNATIONAL CORPORATION

December 22, 2022

Mark Gomes, Purchasing Director
City of Pembroke Pines
601 City Center Way
Pembroke Pines FL 33025

Re: Contract/Reference No. PD-20-036 School Crossing Guards Services
"Very Urgent"

Dear Mr. Gomes,

In reference to the above contract, we are requesting for an adjustment in the per hour rate from \$17.68 per hour to \$20.26 per hour due to minimum wage and cost of living increases. This is very urgent because no one is willing to work for anything less than \$15 per hour. The cities around us are paying between \$16 and \$18 per hour.

We are currently paying the school crossing guards a living wage of \$15 per hour, plus taxes, insurances and other expenses. We are losing about \$4.50 per hour. Paying a living wage makes us have reliable crossing guards. Because of the wage increases and inflation, the workers compensation insurance, taxes, general liability, auto insurance and all the equipment have increased.

We know the City doesn't want to adopt a living wage. We have to pay a living wage because the cities around us are paying more than \$15 per hour to crossing guards and in turn are recruiting our crossing guards. It is a must for us to pay a living wage to our crossing guards or we will lose them all to other cities around us. As you said, the city will not dictate what to pay our crossing guards. But, if we don't pay them what is acceptable to them, we will have no crossing guards covering the posts.

The minimum wage will also go up in September 2023 as per state law. This will also require us to come back to the City for an increase again. But if this urgent raise increase is approved, we will have no reason to come back to the city for another increase in September 2023.

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This contract is a pre-pandemic contract. Everything has changed since Covid and to top it off, inflation. We will love to continue this contract. But it can't be for \$17.68 per hour that you said the city can pay. We have exhausted all our lines and resources. We cannot continue with this rate of \$17.68 per hour. Other wise we will not be in business any longer.

If the City can't approve this, please consider this letter as our withdrawal notice effective January 9, 2023. Please know that our crossing guards will no longer be at their post, effective this date.

If you have any questions, please feel free to call or email me. Thanks for your cooperation on this urgent matter.

Sincerely,

A handwritten signature in cursive script that reads "Joseph Faluade".

Joseph Faluade
Manager