

KENT SECURITY

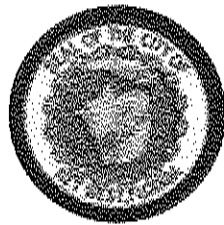
August 4, 2010

A Security Proposal for:

CITY OF KEY WEST

From: Kent Security Services, Inc.

ITB # 10-011



August 4th, 2010

City of Key West
525 Angela Street
Key West, Florida 33040

RE: Response to IFB NO: 10-011 for Security Services: City of Key West Port Operations, Key West Bight, City Marina

To Ms. Sue Snider:

Kent Security appreciates the opportunity to submit this comprehensive response to your security needs. We have given much thought and preparation in responding to each specification and are committed to providing unrivaled security services to meet the needs of the City of Key West.

Kent has been providing contract security since 1982; with offices throughout Florida, as well as New York City and Dallas, Texas. Industry-leading training is provided to our officers and those of other agencies at several Kent Academies which are headed by a former police chief and military expert. Kent Security stands as a most uncommon security firm; composed of seasoned and accessible management, with a corporate policy that delivers a distinctive security experience to government agencies.

To meet your safety needs, Kent Security offers armed and unarmed security officers, roving patrol, access control, and traffic enforcement, as well as first-class hospitality. While our officers are trained at the Kent Academy to excel in advanced security protocol, our officers are also trained as courteous ambassadors for our clients. Kent officers are also CPR/AED trained and certified by The American Heart Association, and Kent's roving patrol units are equipped with this life saving equipment.

Kent Security is committed to providing unrivaled security services to meet the unique needs of our governmental clients. As an innovative approach to quality control, we offer our clients the most advanced monitoring technologies available. Kent Security prevails in accountability with advanced-imaging IP cameras, GPS tracking, Post Watch™ Quality Control System, to our state-of-the-art 24/7 dispatch command center, located in our corporate office at 14600 Biscayne Boulevard.

Kent Security provides protection to cities, state agencies, and the Federal government; as well as residential and commercial facilities, and schools of higher learning. Kent is equipped to handle even high profile events, such as the 2007, 2009 and 2010 Super Bowls. As often mentioned in letters from our valued clients, Kent Security is dedicated to developing long term relationships, collaborating with your management to effectively identify your critical needs and offer you custom security solutions that adapt as your needs evolve.

Current governmental accounts include the following: City of Miami, the Miami Parking Authority, the City of Bal Harbour, the City of Hollywood, and the City of Fort Lauderdale. As a result of our broad based experience, Kent Security is uniquely equipped and educated to address the Key West's current and future security needs.

We are confident we will provide the best valued services available. We want to become your trusted partner in security and continue to prove everyday that we are worthy of your complete confidence, we fully understand the importance of having a safe and effective infrastructure. Our mission will be to create a safe environment to all of the residents, business owners, tourists, and visitors to the City of Key West. Kent is committed to provide the City of Key West with an experienced, professional management team for this project, which will be apparent in our work experience and resumes. The Project Manager assigned to this endeavor is Mr. Jerry Tollefsen who had a long and distinguished career with the Miami Beach Police Department attaining the rank of Major of Police and commanding the Patrol Division. Because of his experience, the City will not suffer through the normal upheaval of a vendor transition. Kent Security will bring to the City of Key West the necessary experience and expertise to hit the ground running and minimize avoidable mistakes. If selected to be the security provider for the City of Key West, Kent pledges to do what is needed to assure successful project execution, and complete client satisfaction.

Thank you for your time and thoughtful consideration. We hope that you will consider Kent Security as your partner in providing consistent excellent service. We look forward to the opportunity!

Sincerely,

Gil Neuman

Chief Executive Officer





EXECUTIVE SUMMARY



COMPANY CONTACT INFORMATION

CONTACT & PROPOSAL SUBMITTER:

Gil Neuman, CEO
Phone: 305.919.9400
Fax: 305.919.9590
Email: gneuman@kentsecurity.com

LICENSES:

- Incorporated 1982
- B License #B- 001317
- A License # A-950073
- D License # D 58900105

Other information:

EIN#: 59-2234701
DUNS# 10-197-2362
SPURS# F592234701006
GSA # GS-07F-0540T

KENT COMPANY OFFICERS

Orly Alexander, Chief Financial Officer
Corporate Headquarters -- 305.919.9400 X205
Email -- oalexander@kentsecurity.com

Gil Neuman, Chief Executive Officer
Corporate Headquarters -- 305.919.9400 X206
Email -- gneuman@kentsecurity.com

Shelton R. Blackwell, Jr.; President
Corporate Headquarters -- 305.919.9400 X226
Mobile Telephone -- 954.661.6294
Email -- sblackwell@kentsecurity.com

KENT SECURITY SERVICES, INC.

14600 Biscayne Blvd.
North Miami Beach, FL 33181
800.273.KENT (5368)
www.kentsecurity.com

KENT AT A GLANCE

- Established in 1982
- Regional Florida Offices in Miami, Ft. Lauderdale, Delray, Naples, Tampa, Jacksonville
- Local, Regional, and National Customers
- Over 1,400 Employees
- Licensed and Certified Training Academies
- American Owned and Operated
- Non-Publicly Traded Company
- GSA - Federally Approved Security Service Vendor (Contract # GS-07F-0540T)
- State Certified MWBE – Minority/Women Business Enterprise
- Heavy Recruitment of Former Law Enforcements, Military, and College Graduate Personnel
- Anti-Terrorism Division
- K-9 Training and Services Available
- Lecture Series Partnership with University of Miami (Topic: Terrorism)
- Partnership with FISI- cutting edge technology division with:

Access Control Technology	SmartPass (Vehicle Access Control)
Intrusion Detection System	CCTV (Closed Circuit Television Systems)
Alarm Systems	Facial and Voice Recognition System
Barrier Arms	Introducing: Virtual Guard
- Contracted as Security Providers for 2007, 2009, and 2010 NFL Super Bowls
- Multiple City Contracts Providing:

Armed and Unarmed, Access Control, Weapon Detection Services, etc.
Contracts include: City Halls, Municipalities, Commercial and Residential Properties, Schools, Water Treatment facilities, and Special Events.
- Strategic Partners with Security Consulting, Investigative Support & Conflict Resolution Experts
- Generous Employee Benefits- Top Medical, Dental, 401K, Paid Vacations, etc.
- Named one of South Florida's Top Companies by South Florida CEO Magazine
- Consistent Executive Management and Employee Continued Education and Training



EXECUTIVES AND MANAGEMENT

Management and Supervisory Personnel

The most vital part of our success story has been and will continue to be our people. To ensure a seamless continuation of security services for City of Key West, our highly trained and professional management team will be overseeing this project. Kent will re-assess the security situation in the City of Key West and will adapt policy and protocol to best suit the changing needs of the City of Key West. Kent Security's management is second to none and serves you with a wealth of law enforcement, security and management experience. Our management team prides itself on being the most customer service oriented and proactive team in the industry. You will find that our management is committed to providing real solutions, immediate attention, and effective results for any security related challenge you may encounter. Kent Security focuses on developing partnerships with our clients that inspire confidence and trust. Our wide range of expertise, together with our advanced technologies allows adapting to every security situation. From personnel and procedures to technology solutions our entire team is available to you 24 hours a day, 7 days a week.

Executive Management Team:

- Gil Neuman, CEO
- Orly Alexander, CFO
- Shelton R. Blackwell, Jr., President

Operations Management Team:

- Jerry Tollefsen, President Government Division
- Jorge Castro, Vice President of Operations (Secret Clearance, NSA)
- William Budd, Director of Kent Academy (Top Secret Clearance, NSA)
- Alan Blaker, Communications Manager

Guard Services:

- Highly qualified Class "D" and "G" Security Officers, K9 units, Anti-Terrorism Division, Valet & Concierge Services
- Kent will hire local guards for each specific contract and will give priority to those with background in police or military formation.
- Proficient in the English Language

GIL NEUMAN
C.E.O.

Education/Training:

B.S. Electrical Engineering, Florida Atlantic University

Prior Related Experience

In its 28th Year, Kent Security has expanded its service from South Florida to the southeastern region of the United States. At the helm of this family-owned operation for 20 years, is Gil Neuman. Overseeing and directing the growth from an idea on a napkin to a security corporation that employs over 1,400 officers providing an estimated 30,000 hours per week of security protection; Mr. Neuman leads Kent Security with diligence and pride.

Specializing in the design of microprocessors, Mr. Neuman earned a Bachelor of Science degree from Florida Atlantic University. This provided the insight to push Kent into the future with advanced technology in the early 1990's. Since then, Mr. Neuman implemented business and security

strategies that have made Kent Security one of the largest locally-owned security firms in Florida; while rising to the position of Chief Executive Officer. Gil Neuman has been the driving force that directed the company to provide quality service to commercial properties, residential associations, educational facilities, governmental agencies, and high profile special events like the Super Bowls of 2007, 2009, and 2010.

Mr. Neuman is married with three children and emulates his family values at the office; while there may be well over a thousand employees, each can expect a phone call wishing them a happy birthday or a thank you and congratulations on milestone employment.

Mr. Neuman carries this philosophy over to his involvement with the community as well, by generously donating to many causes and taking a seat as a Board Member to the Youth Crime Watch (of America) and to the Temple Kol Ami.



Responsibilities:

- Directs Business Development/Marketing Strategies Team
- Directs Executive Management Team
- Profit and Loss Analysis
- Directs Current Expansion Efforts of a Regional Security Provider for the Eastern United States
- Directs Florida Integrated Systems Inc.
- Minority Share Holder
- Leads a company that provides approximately 20,000 hours of billable service a week, through seven offices across the U.S.

SHELTON BLACKWELL

President

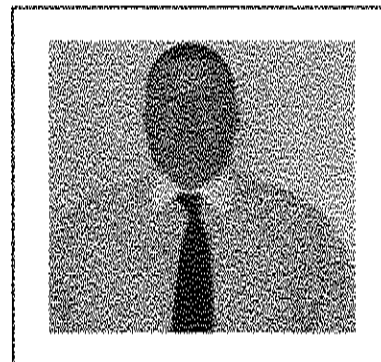
Education/Training:

Basic LEO -- South West Florida LEO Academy
K9 Handler -- Charlotte County Sherriff's Office
SRT -- FL SWAT Association

Prior Related Experience:

Hendry County Deputy Sherriff

- Set record in Hendry County for Largest Drug Seizures
- Narcotics Supervisor
- SRT Operations Coordinator
- K9 Handler
- Corrections Officer



Shelton Blackwell Carries a strong police background that serves his position well. Shelton became a police officer in 1994 for Glades and Hendry Counties, where he served many positions including, K9 Handler, SRT member, and then operations coordinator of the SRT division. Mr. Blackwell conducted narcotics operations for Florida Department of Law Enforcement (FDLE), and assisted the Secret Service in an undercover capacity. He set many records both for annual arrests in a year and for the largest narcotics seizure, advancing to the rank of Sergeant of Narcotics Division, before he was shot in the line of duty in August of 2000. After spending six months in rehabilitation he returned to the force for a short time. However with a wife and two young children, he felt he would best serve his family in a career that did not place him directly in the line of fire. Shortly after, Mr. Blackwell began his transition. He arrived at Kent Security in 2004 as an armed officer and advanced a short time after to Road Supervisor. Because of his excellent command of law enforcement and management ability, he was promoted to District Manager. Shelton's skills were continuously recognized as he was promoted to the Vice President of Naples and later Vice President of Palm Beach for one year before he was again promoted to President in November of 2007.

Responsibilities:

- Directs Operations and Develops Policy and Procedures
- Supervises eight managers and five offices
- Approximately 16,000 hours of security service a week
- Customer Retention -- ensures client satisfaction
- Business Development
- Develops Recruiting Programs
- Risk Analysis
- Profit and Loss

JERRY TOLLEFSEN
President Government Division

Education/Training:

B.A. Public Administration, St Thomas University, Miami, FL
A.A. Miami Dade Community College
Drug Unit Commander's Academy (DEA) Fredericksburg, VA
Caribbean Police School – FBI and International Criminal
Investigative Training Assistance Program

Prior Related Experience:

Sergeant -- US ARMY

Miami Beach Police Department 1973 – 2001

Major – Patrol Division

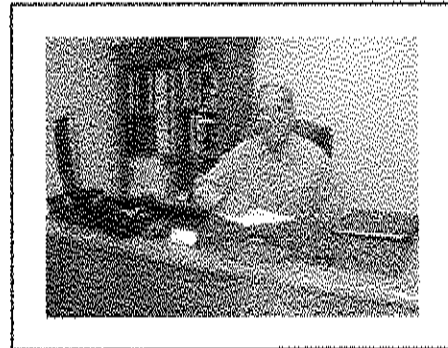
Commander – Strategic Investigations Unit

Executive Officer – Criminal Investigations Division

Commander – Patrol Division, 3rd Platoon

Lieutenant – Patrol Division

Sergeant – Patrol Division



Jerry Tollefsen served in the 173rd Airborne Brigade in Vietnam from 1965 through 1966 before joining the 7th Special Forces Unit in 1967. Following his discharge he joined the Miami Beach Police Department and rose through the ranks, before retiring as a Major in the Patrol Division. During his time of service to the City of Miami Beach, Mr. Tollefsen designed the concept for the Financial Crimes Task Force, implemented a sector plan that placed emphasis on accountability to the community, initiated the San Jose Model of training new officers, and even created and organized three department sponsored SWAT schools that received national accreditation. Today Mr. Tollefsen is using his extensive experience and expertise in the role of President of Kent Security Services Government Division. Included in his responsibilities is the entire City of Miami, spanning 21 separate locations and employing over 100 officers and the Miami Parking Authority.

Responsibilities:

- * Directs Operations and Develops Policy and Procedures
- Training of all security officers
- Scheduling staff hours
- Manage payroll matrices
- Approximately 5,000 hours of security service a week
- Customer Retention – ensures client satisfaction

JORGE CASTRO
Vice President

Education/Training:

B.S. Criminal Justice Administration, University of Phoenix, Ft. Lauderdale, FL

Prior Related Experience:

Correctional Officer, Miami FL

Auxiliary Police Officer, Florida Highway Patrol, Miami, FL

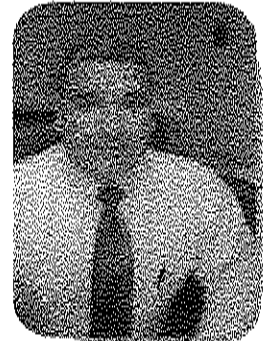
Police Officer, Hialeah Police Department

Private Investigator

Director of Security, Securitas

Director of Security, Allied Barton

Federal Law Enforcement Officer, Department of Homeland Security -- U.S.
Coast Guard



Mr. Castro began his law enforcement career in 1993 as a correctional officer in Miami, FL. In 1995 He served with the Florida Highway Patrol. Later Mr. Castro joined the Hialeah Police Department before making his transition into the private sector as a private investigator. In 2003 Mr. Castro began serving his country and is currently a 3rd class petty officer Port Specialist with the United States Coast Guard Reserve. Mr. Castro's roll in Kent Security is as the Vice President, where he supervises six managers and more than 475 supervisors and officers.

Responsibilities:

- Conducts Site/Officer Inspections
- Quality Control -- Contract Monitoring
- Ensures Client Satisfaction
- Develops Site Specific Training
- Implements Personnel and Procedure Changes as Needed
- On Call 24 Hours a day, 7 Days a week

WILLIAM LAWRENCE BUDD
Director of Kent Academy



Education

Canbourne University, London, United Kingdom

Ph.D., Emergency Management, International Perspective, 08/04/2004

Columbia Southern University, Orange Beach, Alabama

Ph.D., Business Administration, 03/09/2001 Florida International University, Miami, Florida

Master of Public Administration, 08/06/198

Bachelor of Science in Criminal Justice; Minor: Sociology, 03/19/1975

Profile

Results-driven executive/general manager with domestic and international experience and highly developed skills in operations, finance, strategic planning, business and organizational development. Tenacious and creative capacity builder and problem-solver that consistently optimizes solutions, improves productivity, boosts confidence and outpaces expectations. Skilled negotiator and communicator who builds and maintains sound relationships, fosters growth and has a track record for optimizing staff performance and efficiencies.

Professional training

American Management Association

Chicago Technical College: Structural Engineering

Crime Scene investigations

Dale Carnegie: Public Speaking

Florida Department of Law Enforcement: Executive Management

Management of police training programs, IACP

United States Department of State/United Nations: International Peace Keeping Operations

National Interagency Incident Management Systems (NIIMS), U. S. Coast Guard

Hazmat, Port Security, Investigations, Environmental and Marine Science, Military instructor, U. S. Coast Guard

Florida Private Security Licenses, "D", "G", "C", W, & DI, active since 2002

Military

U. S. Coast Guard (Retired 2000). CEMST7. Maritime Port Security, Hazmat, Environment and pollution investigator, Explosives loading supervisor, Dangerous cargo shipping and handling, Port facilities and shipboard security inspector.

Special Agent, CG Intelligence. Held security clearances

U.S. Navy, and Naval Reserve. Underwater Warfare specialist. Held security clearances

Professional History

2007 to Present Consultant, P&L Security, Law Enforcement Specialist (contractual)

2005/ Sep-Oct Disaster Response Team

1992 to 2007 Adjunct University Professor

2002 To 2005 Director, Transition Of Government, United Nations / United States Department Of State Mission In Kosovo (Unmik), Contract Police Executive (Dyn Corpint'l /Civilian Police Int'l).

2000 To 2001 Miami-Dade County Community Council Miami, Florida
Planning And Zoning Board Member
1992 To 2000 Chief of Police, City Of North Bay Village

Civic Activities:

04/00 to 04/01 Miami-Dade County Community Council Member, District 5 Miami-Dade County,
Florida Planning And Zoning Board

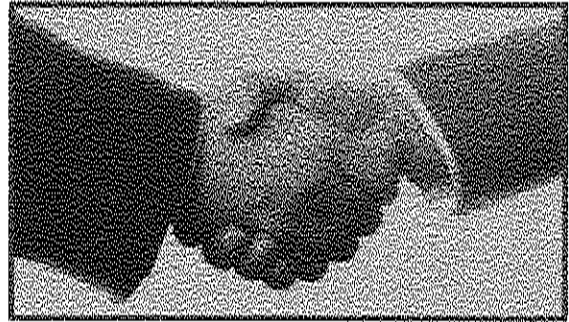
Publications:

-FORWARD, *Unspoken Dialogue*, 2nd Ed., Rail, Robert R., Ph.D., Varro Press, 2006

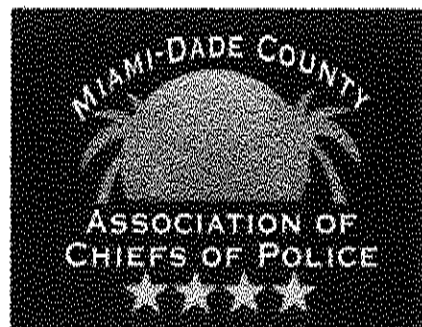
CORPORATE SOCIAL RESPONSIBILITY

Kent Security understands the importance of helping others in our community. Members of our management team find time to become involved with many causes. Kent's CEO, Gil Neuman is a highly involved board member on Youth Crime Watch of America, as well as a collaborator for The City of Miami's "Teach-Learn-Play" program, and the Temple Kol Ami. Along with our President of the Government Division Gerard Tollefsen, Mr. Neuman is also a member of The Dade County Association of Chiefs of Police. Kent Security is a corporate sponsor of the Switch Board of Miami and Youth League Football.

Our CFO, Orly Alexander has served the Community as both a Board Member and a Director for Several Organizations such as Hillel Community Day School, The Shul, Israel Defense Forces, and the Central Agency for the Jewish Education. She is currently an active Board Member for the Greater Miami Jewish Federation. She resides as "Founder" of Mount Sinai Medical Center. One of her proudest accomplishments was to take part in an organization called "Larger than Life"; which sponsors children with cancer to travel to the United States to visit Mickey Mouse at Walt Disney World. In recognition of her outstanding achievements, Orly was honored at the 21st Annual Israeli Film Festival.

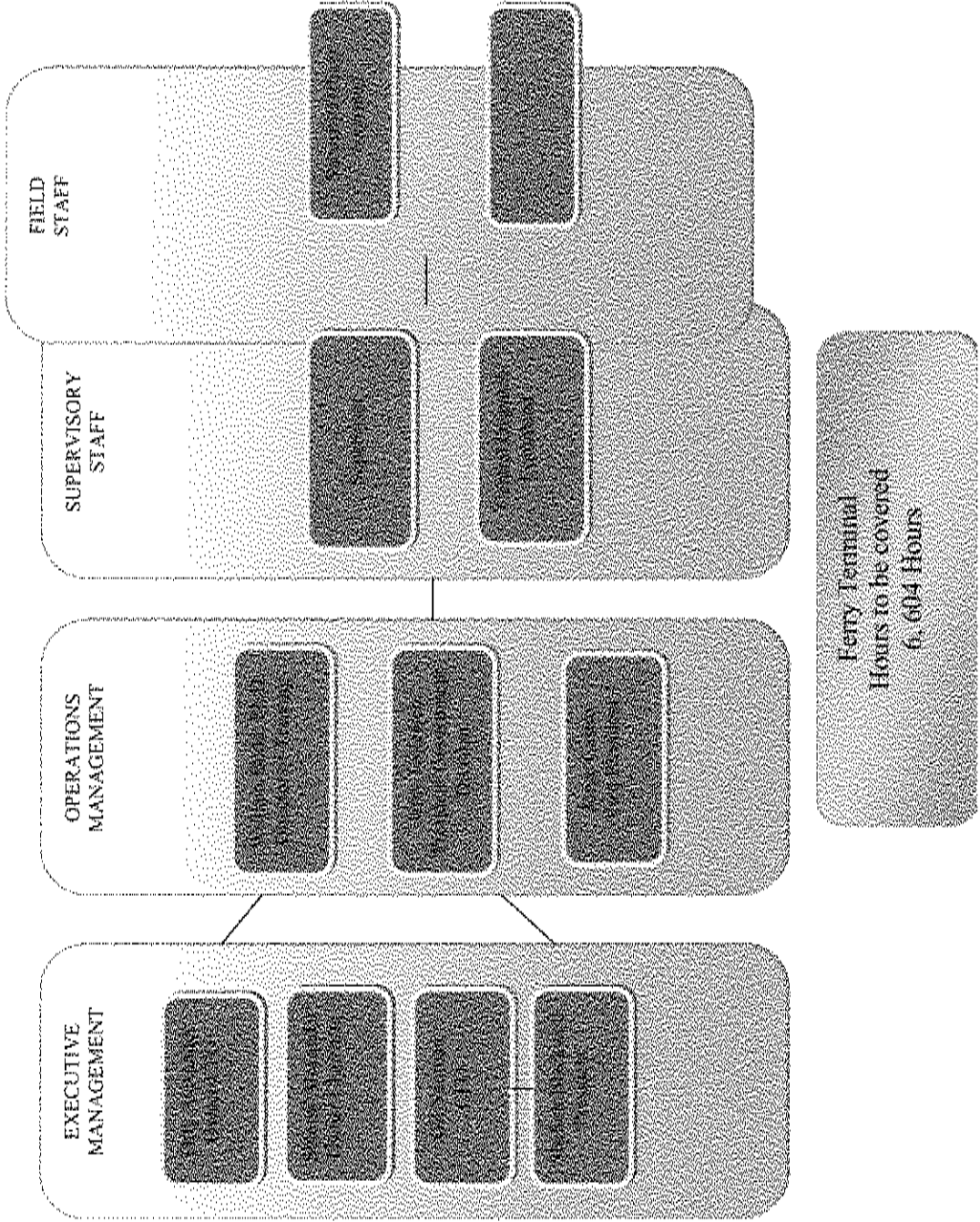


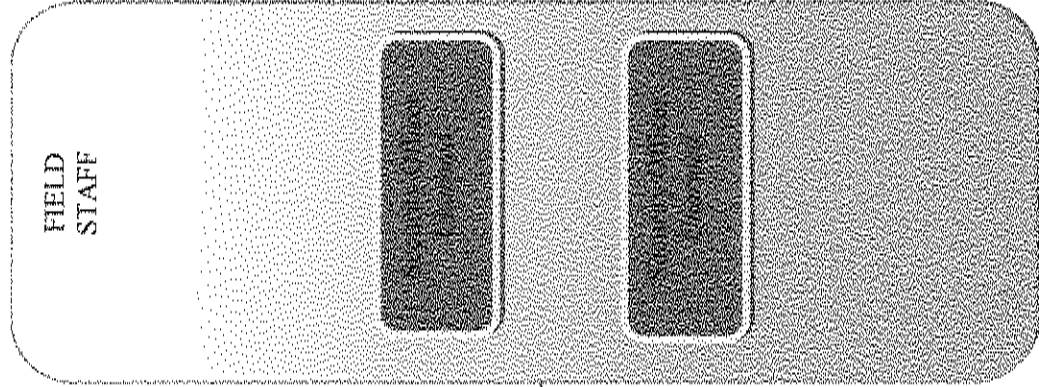
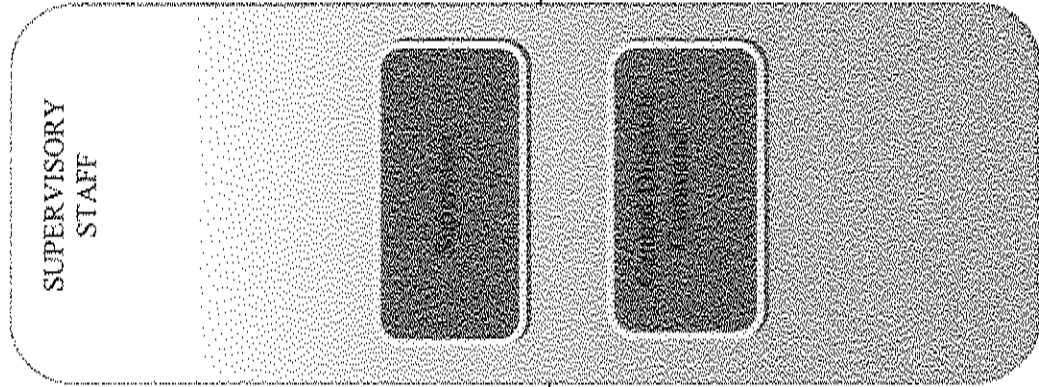
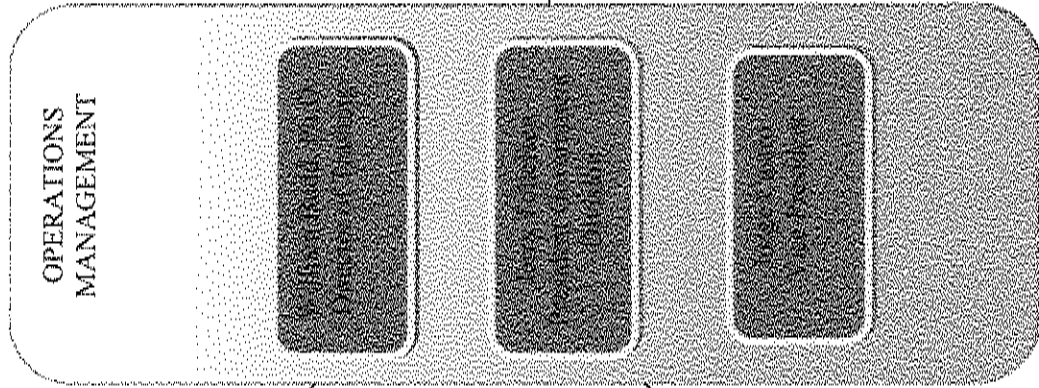
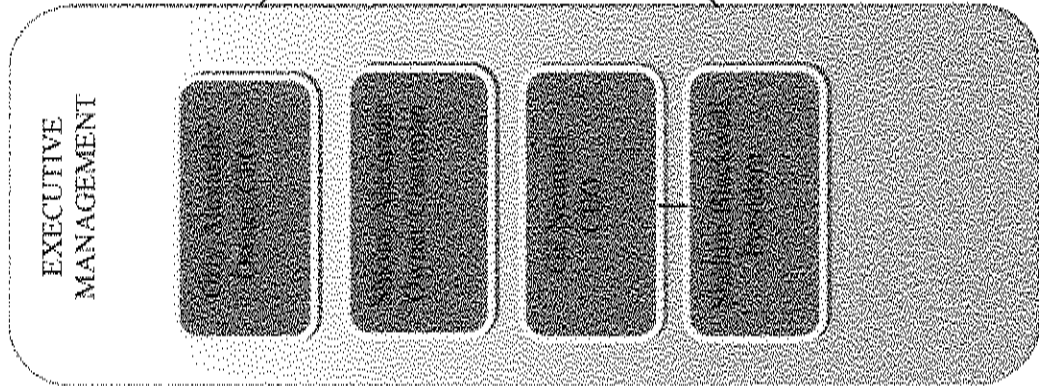
Our Operations Manager, Jorge Castro has been a volunteer head football coach since June of 2004, for the Hialeah Optimist Club & the Extreme Youth Football League organized and managed by the Orange Bowl Committee. He has also been involved with Habitat for Humanity for the City of Miami since 2005.



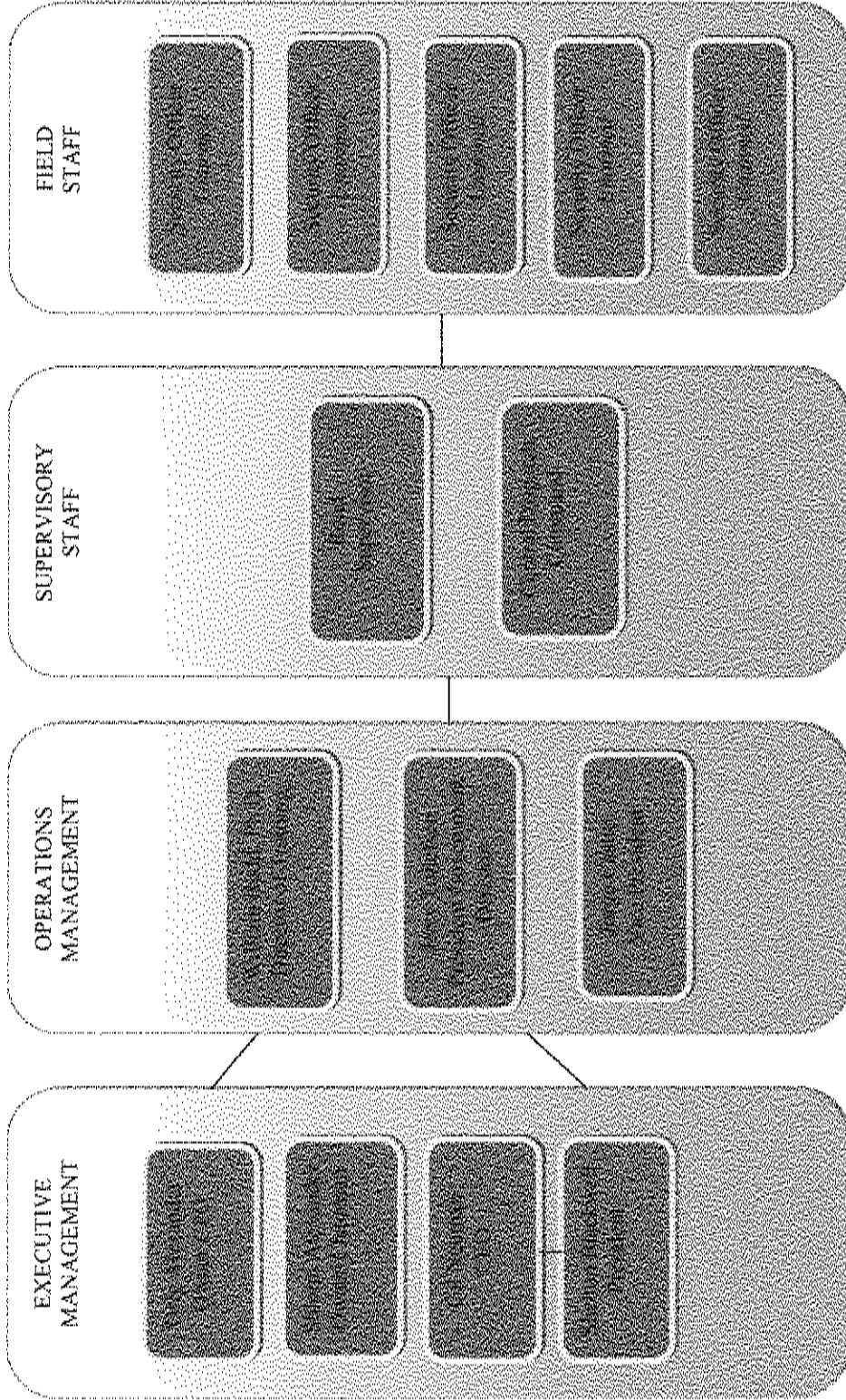
KENT SECURITY

KEY PERSONNEL DIAGRAM

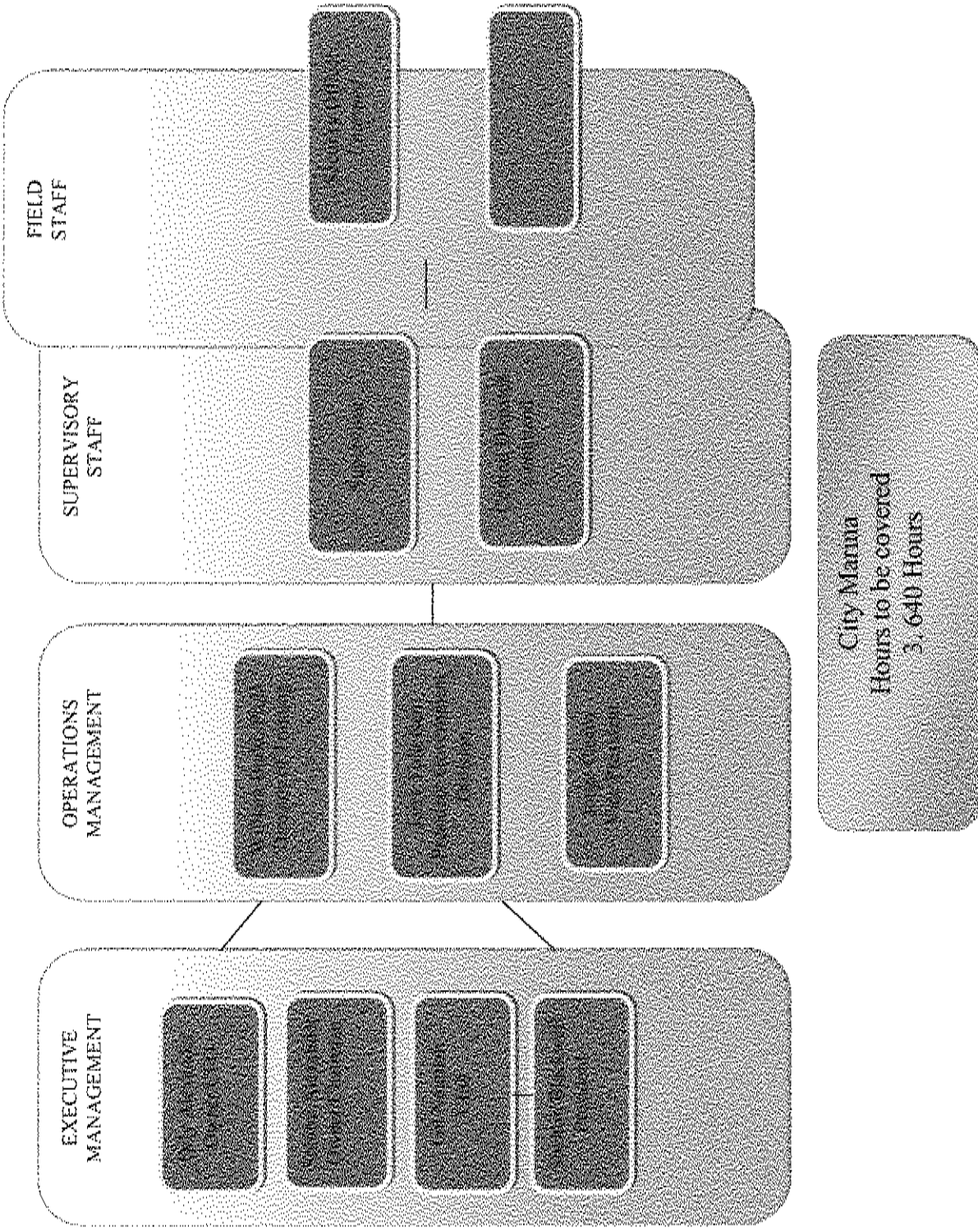




Mallory Square
Port Calls:
July/Aug/Sept-0
Oct/Sept-47

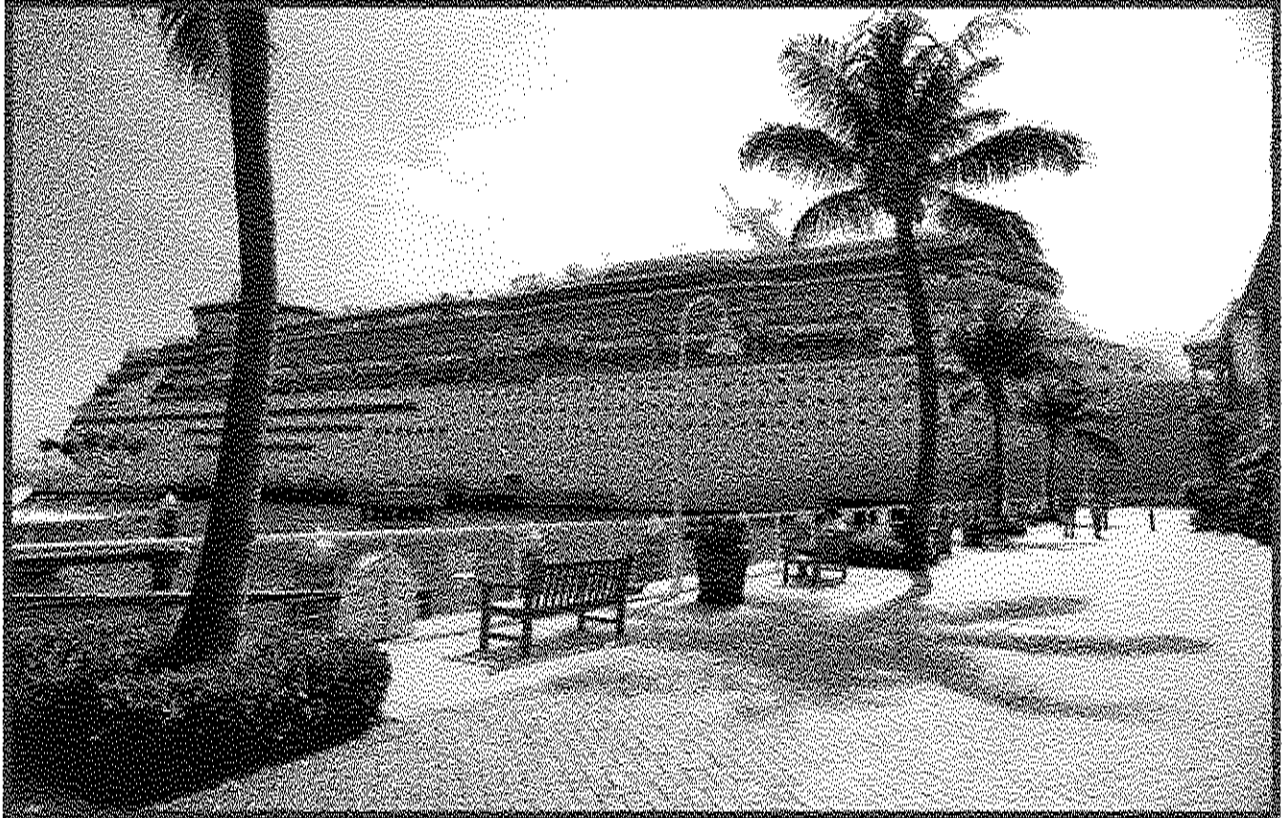


Outer Mole
 Port Calls
 July/ Aug/Sept- 22
 Oct/Sept- 2010/2011 - 111





PROJECTS OF SIMILAR SCOPE AND REFERENCES



PROJECTS OF SIMILAR SCOPE AND REFERENCES

Kent Security has had the privilege of performing security for Cities, Commercial and Residential Properties, Schools, and Special Events, as well as high profile clients and multi-million dollar projects for more than 28 years. We have a wealth of knowledge and experience that exceeds most companies in the industry. Below is a list of clients and projects we currently serve, and former large scale projects we have successfully completed.

City of Miami

Contact: Major David Magnusson
400 N.W. 2nd Avenue, Miami Florida 33128
(305) 579-6952
David.Magnusson@miami-police.org
Service Provided: From April 2007 - Present
Project Manager: Jerry Tollefsen

Kent Security is the exclusive security service contractor to the City of Miami. Kent Provides guard service, access control, weapons screening, physical inspections, use of metal detectors, X-Ray systems, and roving patrol for 21 city-wide locations. These include: the Police Department, City Hall, Miami River Complex, Bayfront Park, Dinner Key Marina, Marine Stadium Marina and Miami Marina; completing a total of over 4,000 hours per week. The services provided to the City of Miami not only demonstrate Kent Security's ability to provide service to government clients, but the ability to provide services to accommodate a large range of scope and size contracts. The facilities we protect range from Police Headquarters, to marinas. As a measure of success, Kent has received multiple letters praising our Security Officers' performance from various City officials, including the Chief of Police. Approximate contract value: \$3,000,000.00 annually

Bal Harbour Police Department

Contact: Chief Thomas Hunker
655 96th Street, Bal Harbour Florida 33154
(305) 866-5000
Thunker@balharbourflorida.com
Service Provided: 1998 – Present
Project Manager: Jerry Tollefsen

Kent Security works in close partnership with the Bal Harbour Police Department. Kent provides access control services for Bal Harbour Island being one of the safest communities in South Florida as featured on an NBC 6 News Report. Services include access control of both vehicular and pedestrian gates and providing video surveillance equipment to the police department. This is an outstanding example of Kent Security's service to Governmental entities. With more than 300 vehicles including occupants and pedestrians on a daily basis, our guards have very extensive expertise in ID procedures. The contract consists of approximately 168 hours per week. Approximate contract value: \$160,000.00 annually

City of Hollywood

Contact: Major Joseph Healey
3250 Hollywood Blvd, Hollywood, FL 33021
(954) 967-4302
jhealey@hollywoodfl.org
Service Provided: June 2008 – Present
Project Manager: Shelton Blackwell and Jorge Castro

In June of 2008, Kent Security was selected to be the exclusive contractor to provide protection services to the City of Hollywood, Florida. Kent Security provides armed officers to ensure the safety of City Hall, and performs access control, baggage screening, and weapons detection duties. This client is another example of Kent Security's dedication to serving government and municipalities. Approximate contract value: \$80,000.00 annually

City of Fort Lauderdale

Contact: John D. McDowell
100 N. Andrews Avenue Fort Lauderdale, FL 33301
(954) 828-5770
JMcDowell@fortlauderdale.gov
Service Provided: June 2008 – Present
Project Manager: Shelton Blackwell and Jorge Castro

Kent provides armed and unarmed security at multiple locations for the city of Fort Lauderdale. Kent gives service to the City's Public Works Department facilities, including water treatment plants and facilities, and administrative buildings. Kent also protects the administration, staff, and visitors of the City of Fort Lauderdale. The contract consists of about 20,556 hours. Approximate contract value: \$86,580.00 annually

Miami Parking Authority

Contact: Fred Bredemeyer, Director of Operations
190 NE 3rd Street, Miami, FL 33128
(305) 373-6789 ext. 228
fbredemeyer@miamiparking.com
Service Provided: 2009 - Present
Project Manager: Jerry Tollefsen

Kent Security provides unarmed security at multiple locations for the Miami Parking Authority. These locations include: College Station Garage, which is the administrative headquarter for Miami Parking Authority. The James L. Knight Garage, The Flat Lots on Biscayne Boulevard, The Justice Center Parking Lots, and The Federal Courthouse Parking Lots, at these locations we provide roving and bicycle patrol. Approximate contract value: \$450,000.00 annually.

S.A.F.E. Management of Florida, LLC (Super Bowl)

Contact: James McIntyre, President
S.A.F.E. Management of Florida, LLC
1 Stadium Place, Jacksonville, FL 32202
(904) 633-6182
safeeventfl@safemanagement.net
Project Manager: Louis Tehrina

Kent Security was selected by S.A.F.E. Management to be their primary subcontractor and perform all onsite security for the 2007, 2009, and 2010 Super Bowl events. This service included maintaining perimeter integrity of the Super Bowl site by securing the event site before, during, and after the game. Kent was in charge of screening all vehicles entering and leaving the site, access control, ingress and egress points, perimeter control, player monitoring, securing the site after hours, as well as crowd control. Service for each event began in November and culminated at the Super Bowl games at Dolphin Stadium in Miami and Tampa. On each game day, Kent Security provided more than 900 Security Officers. The Super Bowl allows Kent Security to demonstrate its outstanding ability to meet shifting needs in a variety of environments and maintain control of situations even under extreme circumstances. Estimated contract value: \$500,000.00 for 4 months

Collier County: Collier Voting

Contact: Jennifer Edwards, Supervisor of Elections
3301 E. Tamiami Trail
Naples, FL 34112
(239) 252-8450
Fax (239) 774-9468
SupervisorOfElections@CollierGov.net
Colliervotes.com
Project Manager: Adoni Kokkinos

Kent Security was selected by Collier County to monitor 4 weeks of early voting at polling stations, delivered ballots to stations, provided daily guard service for pick up and transport of completed ballots to Collier County Government Complex Ballot Storage Facility. Kent Security was able to adjust staffing schedules in order to deal with an unprecedented voter turn-out, and an extension in polling times when ordered by Governor Crist.

GSA Contract Holder

- As previously mentioned, as of September of 2007 Kent Security has been GSA approved to perform and provide security services and systems for government agencies. Contract No. GS-07F07F-0540T



WMB Certified

Kent Security is also a certified Woman Owned Enterprise in the state of Florida where our headquarters are located.



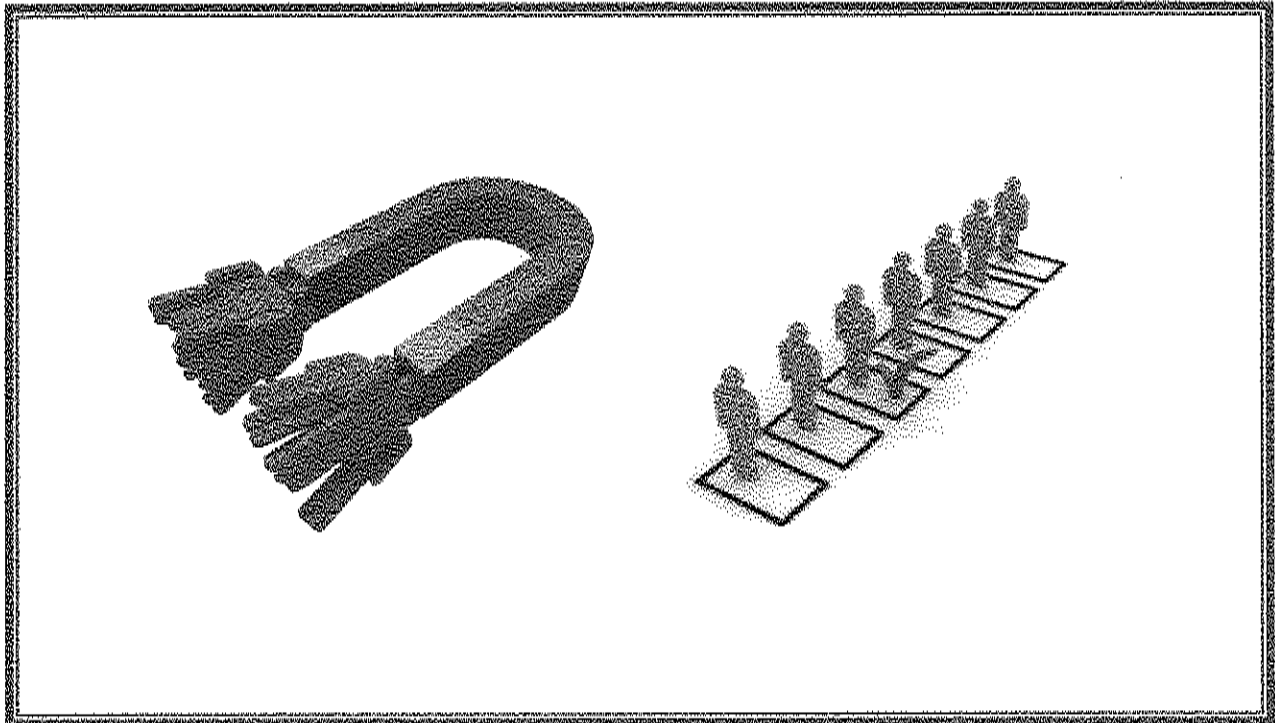


RECRUITING, SELECTION, AND HIRING STRATEGIES



CONTENTS

- Equal Employment Opportunity Clause
- Drug-Free Workplace Policy
 - Drug and/or Alcohol Testing Consent Form
- Recruitment
- Selection Strategy
- Retention And Personnel Development



EQUAL EMPLOYMENT OPPORTUNITY

Kent Security is committed to providing equal opportunity in all of our employment practices, including selection, hiring, promotion, transfer, and compensation to all qualified applicants and employees without regard to age, race, religion, color, sex, national origin, marital status, citizenship status, disability, or any other protected status in accordance with the requirements of all federal, state, and local laws.

NO HARASSMENT POLICY

Kent Security does not and will not tolerate any type of harassment of our employees, applicants or customers. The term harassment includes, but it is not limited to, slurs, jokes, and other verbal, graphic or physical conduct relating to an individual's race, color, sex (including same-sex sexual harassment), religion, national origin, citizenship, age, or disability. Harassment also includes sexual advances, requests for sexual favors, offensive touching, and other verbal, graphic, physical conduct, or electronic communications (e-mail) of a sexual nature involving either members of the opposite or the same sex.

DRUG-FREE WORKPLACE POLICY

It is the purpose of Kent Security to help provide a safe and drug-free work environment for our clients and employees. With this goal in mind, we have established the following policy for existing and future employees of Kent Security, Inc.

Kent Security explicitly prohibits:

- The use, possession, solicitation for, or sale of narcotics or other illegal drugs, alcohol, or prescription medication without a prescription on Kent Security or client premises or while performing an assignment.
- Being impaired or under the influence of legal or illegal drugs or alcohol away from Kent Security or client premises, if such impairment or influence adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk the reputation of the client and/or Kent Security, Inc.
- Possession, use, solicitation for, or sale of legal or illegal drugs or alcohol away from Kent Security, Inc. or client premises, if such activity or involvement adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk the reputation of the client and/or Kent Security, Inc.
- The presence of any detectable amount of prohibited substances in the employee's system while at work, while on the premises of Kent Security or its clients, or while on Kent Security, Inc. business. "Prohibited substances" include illegal drugs, alcohol, or prescription drugs not taken in accordance with a prescription given to the employee.

Kent Security, Inc. will conduct drug and/or alcohol testing under any of the following circumstances:

- **Random Testing:** Employees may be selected at random for drug and/or alcohol testing at any interval determined by Kent Security.
- **For-Cause Testing:** Kent Security, Inc. may ask an employee to submit a drug and/or alcohol test at anytime it feels that the employee may be under the influence of drugs or alcohol, including,

but not limited to, the following circumstances: evidence of drugs or alcohol on or about the employee's person or in the employee's vicinity, unusual conduct on the employee's part that suggests impairment or influence of drugs or alcohol, negative performance patterns, or excessive and unexplained absenteeism or tardiness.

- **Post-Accident Testing:** Any employee involved in an on-the-job accident or injury under circumstances that suggest possible use or influence of drugs or alcohol in the accident or injury event may be asked to submit a drug and/or alcohol test. "Involved in an on-the-job accident or injury" means not only the one who was or could have been injured, but also any employee who potentially contributed to the accident or injury event in any way.

If an employee is tested for drugs or alcohol outside of the employment context and the results indicate a violation of this policy, or if an employee refuses a request to submit to testing under this policy, the employee may be subject to appropriate disciplinary action, up to and possibly including discharge from employment. In such a case, the employee will be given the opportunity to explain the circumstances prior to any final employment action becoming effective. At the employee's request, drug and/or alcohol resources and/or assistance is available by contacting the Kent Security Human Resource Department.

In the event of award, Kent Security will take any further measures, if required, to fully comply with the bid requirements of a Drug-Free Workplace Program stated in the IFB including the material requirements of the Mandatory Guidelines for Federal Workplace Drug Testing Programs from the U.S Department of Health and Human Services.

Supervisory/Management Responsibility Training:

Supervisors will be responsible for the overall job performance of those they supervise. They have a significant role in establishing and maintaining all of Kent Security, Inc.'s programs. Once annually supervisors will be trained on how to implement and enforce this policy. The training is not intended to train supervisors to be drug or alcohol abuse experts, counselors or to conduct medical evaluations. Supervisors are not required to undertake any actions beyond their normal supervisory responsibilities.

Employee Education:

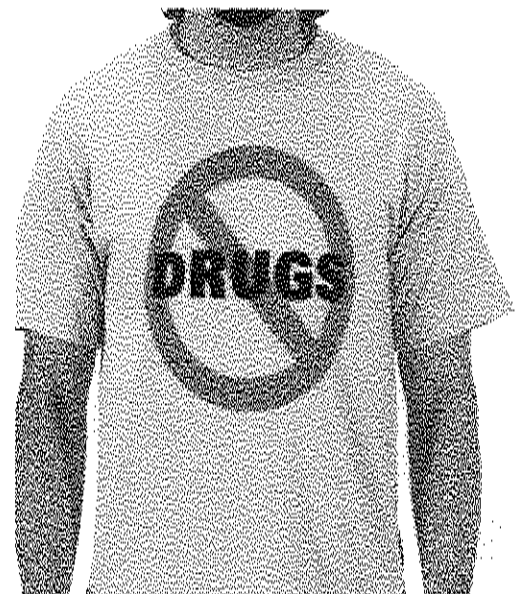
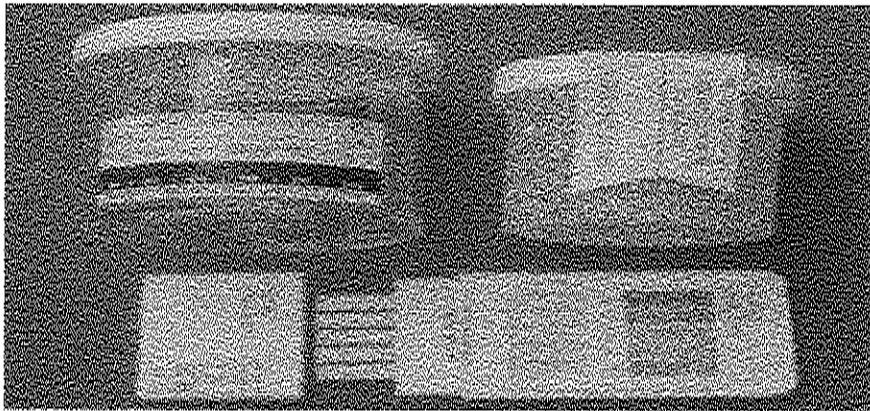
Kent Security, Inc. will provide drug and alcohol awareness information to all employees. This will include Kent Security, Inc.'s policy on drug and alcohol abuse, information on the magnitude and dangers of drug and alcohol abuse, and the availability of counseling and treatment through the employee assistance program.

Responsibilities of Coworkers:

All employees are expected to be concerned about working in a safe environment; they are responsible for reporting any knowledge of any violations of the intent of this policy to their immediate supervisors. False accusations will result in disciplinary action up to and including termination of employment.

Employee Assistance Program (EAP):

Kent Security, Inc. recognizes that drug and alcohol abuse can be successfully treated and is committed to helping employees who suffer from these problems, while holding them responsible for their own recovery. Kent Security offers an employee assistance program (EAP) benefit for employees and their dependents. The scope of this benefit is providing information and referral numbers to the employee. It is the employee's responsibility to ensure the treatment facility provides Kent Security, Inc. with the necessary documentation to establish compliance with the employee's rehabilitation obligations. If the EAP determines a referral to a treatment provider is necessary, the employee is responsible for the full cost of these services.



RECRUITMENT SELECTION AND HIRING STRATEGY

Kent Security knows that the heart of its success lies in its Security Officers and has always maintained an industry leading recruitment program. For the City of Key West, this is even more pronounced because of the unique demands and recruiting concerns. Kent Security has created a comprehensive recruiting campaign to meet these needs. Kent Security offers a generous compensation package and a very friendly environment to work in. It is these factors which have contributed to Kent Security being one of the most sought after security companies to work for. It is also these attributes which have caused Kent Security to be recognized in many periodicals, and receive various industry awards.

The first phase of recruitment will be the most aggressive and will consist of dedicated recruiters visiting corrections and law enforcement academies. Kent Security also will be holding job fairs with military recruiting agencies to attract and assemble qualified applicants from other sectors including veteran Security Officers and military.

During this time Kent Security will also be utilizing other mediums to attract officers. These methods will be far reaching, not only within the state of Florida but throughout the entire south-eastern United States. This effort will continue indefinitely after the initial staffing is complete.

The next step in our recruitment strategy is to recognize the candidates which will provide the finest service to the City of Key West. Each candidate must meet strict standards of oral and written communications, fluency in the English language, pass a fingerprint background check, fulfill all training requirements, have requisite experience, enjoy serving others, and possess an affable personality. As mentioned above, we are targeting those with substantial prior security, police, corrections, and military backgrounds, and our recruiting efforts clearly target these select groups.

If a suitable position is available that matches the abilities of the applicant, the applicant must then successfully pass a comprehensive background examination which may include a polygraph examination and psychological evaluation. The entirety of this is in compliance with qualifications set forth on the Security Guard Specifications of the Bid:

- Background and criminal checks through the Florida Department of Law Enforcement (FDLE), Florida Criminal Information Center (FCIC), and National Criminal Information Center (NCIC)
- Proprietary background examinations – Intellicorp
- Polygraph Examination
- Broad-spectrum drug screening
- Security license checks
- Reference checks (local and out of state)
- Previous employment check

- Driving history check
- Psychological evaluation (Armed Security Officers)
- Neighborhood check (Armed Security Officers)

Following the background checks a physical examination is administered to the applicant to include:

- Screening for communicable diseases
- Vision screening, to include ability to determine colors
- Hearing screening
- Speech screening
- Urinalysis drug testing

Once the background checks and medical exams have been successfully completed, the applicant is sent for an interview with their direct supervisor to evaluate compatibility to the specific post and security team currently providing services there. If the City of Key West would like, the applicant can also be sent to meet with a representative for final approval before the hiring process can be completed. All files will be available to the City of Key West upon request.

Our recruiting efforts are not only focused on bringing new highly skilled and qualified individuals to our company, they also focus on identifying and promoting talented and driven individuals within our company. Kent Security has many internal candidates which are qualified to hold the positions of unarmed officers, armed officers, crime analyst, supervisors, and Security Directors.

Once the background checks have been successfully completed, our Academy instructor administers a scenario and report writing test. From there, a complete uniform supply and employee handbook is delivered and reviewed. Finally, our senior operational personnel meet with and assign the new officer to a training program including site-specific training.

Kent Academy is well respected throughout the industry, and other companies actually send their officers to train at our academies. We also conduct State required renewal training courses for veteran Security Officers whose license(s) will soon expire.

RETENTION AND PERSONNEL DEVELOPMENT

While continuing education is a key component in our personnel development plan it is certainly not the only dimension. Kent Security believes in promoting officers who demonstrate superior abilities and dedication. A perfect example of this is Mr. Shelton Blackwell, the President of Kent Security. He began his career as an unarmed Security Officer after being wounded in the line of duty as a Hendry County K9 Handler. Due to his outstanding work and experience he was continuously promoted, until he reached his current position. This model is applied to throughout our company. One of the responsibilities of the Management Team is to identify exceptional officers who display supervisory or management capability and mentor those employees so they can reach their full potential with Kent Security Services.



Kent Security encourages employees' efforts to continue their formal education. In order to promote this further, Kent Security makes every attempt to schedule officers currently enrolled in Post Secondary institutions in such a way that they can attend requisite courses at their institution of enrollment. This includes, when possible, granting temporary leave to officers and supervisors who require it to fulfill educational needs. Kent Security also believes employees should be given the opportunity to serve their communities and supports efforts to join civic associations and participate in local government.

Employee retention is a challenging goal for the security industry. Our company has been able to effectively reduce turnover rate by offering: higher than industry standards wages, superior training for all security officers, a comprehensive employee health and dental program, and a company matching 401K savings program.

It is this holistic approach to developing each employee and serving their specific needs, combined with higher wages, superior training, benefit package, and a personal family environment that has made our company so well regarded by security officers. This philosophy has allowed us to choose from our enormous talent pool.

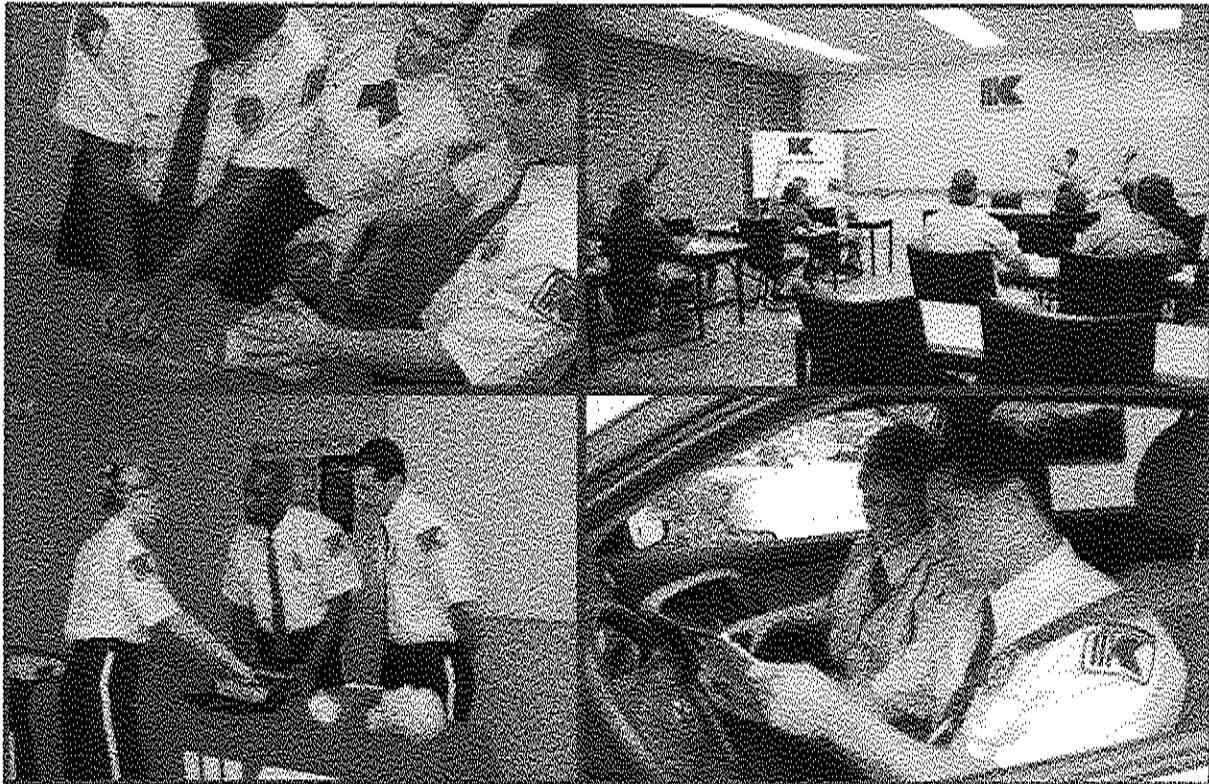


TRAINING



CONTENTS

- Standard Security Officer Training Procedures
- Emergency Procedures
- Scope of In-Service Training
- Pre-Shift Briefings



TRAINING

STANDARD SECURITY OFFICER TRAINING PROCEDURES

Kent Security has long recognized that the goal of training is to increase proficiency and build confidence. This is accomplished in state sanctioned, certified training centers with veteran training officers and state-of-the-art teaching materials to administer both the Unarmed and Armed license courses. Upon receiving contract, all of our guards will have the following training curriculum:

- Conflict Resolution Awareness
- Legal Issues and Civil Liability; Security Officer's legal power and limitations
- Basic Emergency First Aid- AED/TCPR Heartsaver by the American Heart Association
- Emergency Procedures
- Ethics and Professional Conduct
- Patrol Techniques
- Observation Techniques and Report Writing
- Fire Detection, Suppression, and Life Safety
- Report Writing
- Introduction to the facility
- Contract requirements
- Company policy regarding cost of uniforms
- Standards of uniform appearance
- Responsibility for condition of equipment
- Proper use of equipment
- Social Theories
- Behavior Management Counseling Techniques
- Report writing
- Interpersonal relations
- Supervision of juveniles
- Security and Control Incident Reports
- Use of force, restraint tool control
- Facility ingress and egress
- Crime and Accident Prevention Techniques and Practices
- Crime and Accident Scene Protection – Scene Integrity
 - Hurricane or Natural Disaster Preparedness and Procedures
 - Firearms safety and state requirements (FS 493.6115) for firearms ammunition and storage
 - IED (Improvised Explosive Devices) Detection

In addition all new employees are required to attend our Kent Security Orientation class. This two (2) day class outlines our company's policies, procedures and culture. We provide the employee with a clear

understanding of what is expected from them and the service levels we provide our clients. Customer Service training is emphasized as well as interpersonal communication and report writing in the course.

Kent Security continues exceeding the state requirements by training all of its Security Officers and having them certified by the American Heart Association in the use of AED's and CPR. This training not only occurs in the classroom, or on site, utilizing the City of Key West's facilities. This is done so that when an emergency occurs the officer has trained for it, using the same equipment, in the same location, with the same situation. The officer reacts out of muscle memory, so that even the most stressful situation is handled professionally and effectively.

Academically, Kent Security continues its excellence with an industry leading program of additional training. Much of this curriculum is certified by the Department of Homeland security, such as the "Get Ready Now" program, or the Federal Emergency Management Agency's "Are you ready" instruction. Kent Security also partners with "Professional Security Training Network" (PSTN) for curriculum development.

Emergency Procedures

Developed in conjunction with the City of Key West, this training will provide all officers with a firm understanding of the procedures and protocols associated with emergency procedures. Situations simulated during this training include:

- Mass Casualty Incident
- Mass Communication Failure
- Live Shooter
- Hostage Situation
- Infrastructure Failure
- Auto Fire
- Vessel Fire
- Suicide
- Homicide
- Terrorist Threat
- Bomb Threat
- Evacuation
- Tornado/Hurricane
- Civil Unrest
- Officer Down
- Mentally Disturbed Person
- Person under the influence of alcohol/controlled substance
- Vehicular Accident
- Watercraft Accident

By combining our existing infrastructure and extraordinary training abilities- a world class program can be crafted to train all officers serving the City of Key West. This comprehensive program will be created in conjunction with the City of Key West. This will be accomplished by dedicating a classroom instructor approved by you for the exclusive use of this contract. Kent Security will use all of its resources and training partners, to create a comprehensive curriculum which will provide unparalleled service.

SCOPE OF IN-SERVICE TRAINING

Kent Security will develop together with the City of Key West's input; an "on-site" training program for all of your facilities. The training will be thoroughly developed by the project manager. The training will consist of but not limited to: Patrol Duties and Routes

- Access Control Procedures
- Emergency Procedures -- Fire, Water Leaks, Equipment Malfunction and Damage, etc.
- Alarm Procedures
- Emergency Contact Procedures
- Reporting Procedures
- Lock Up Procedures
- Site specific procedures and adjustments as needed

The minimum hours of required of "on-site" training for all personnel will be determined by the complexity of the procedures. We anticipate operational meetings during the transitional period with your representatives. From these meeting we will generate Post Orders that will be the foundation of training and performance standards for the Security Officer. Every quarter, the officers will receive additional training hours as required, and the team will evaluate performance, and develop solutions to issues that may arise.

1. Upon being assigned a new post, and prior to beginning to work independently, each Security Officer will be trained at the post by the Post Captain and become familiar with the Standard Operating Procedures.
2. The length of the required training will be determined by the Post Captain or Supervisor.
3. Training will cover the following subjects:

3.1 Security Officer's Duties

3.1.1 Access Control

3.1.2 Key Rounds

3.1.3 Emergency Procedures and Contacts

The Security Officer will be trained on the appropriate steps to take in major emergency situations (fire, attack, natural disaster, etc). Additionally, the Security Officer will be shown the location of the Emergency Contact List and provided with his or her own copy. Each Security Officer should be trained on the numbers to call and the situations.

3.1.4 Required Forms

1.1.4.1 Daily Activity Report

When roving, the Daily Activity Report will be filled in to include day, time, equipment used, the route followed, any additional information required.

1.1.4.2 Incident Report

In any case of irregular, suspicious or out of the ordinary event, an incident report will be filled out and given to the Field Supervisor. The white copy will be given to the property manager and the yellow copy will be taken to the Kent Office.

3.2 Security Schedule and Matrix

Each Security Officer will verify the schedule given to him or her by Human Resources with the Post Captain, to eliminate any mistakes and conflicts in scheduling. The Post Captain will train the Security Officer in reading and understanding the Scheduling Matrix. The Post Captain will verify that each Security Officer is aware of and familiar with the regulations concerning call outs and the steps to be taken when requesting a relief or a change in schedule (whether it be on a temporary or permanent basis).

3.3 Radio Procedures

Each Security Officer will be shown the location of the radios, and trained on their use and recharging procedures, to include required reports between positions and Security Officers and time intervals.

4. For each Security Officer trained, the Post Captain will fill in a Training Checklist Form. The form will be signed and dated by the Security Officer and the Post Captain or Supervisor performing the training.

Maritime Security Training

Kent Security Services will also provide maritime security training for all Port Security Officers, in compliance with and as mandated by the U.S. Coast Guard, District 7, Maritime Security Code and the U.S. Maritime Transportation Security Act of 2002. Instruction will include:

- Basic Introduction of Maritime Safety & Security
- Anti-Terrorism Awareness & Vigilance
- Anti-Terrorism Emergency Preparedness
- Port Security Responsibilities
- Maritime Security Policies
- Maritime Security Risk Assessment
- Security Equipment
- Port Threats

- Identification, Recognition, Response
- Ship & Port Facility Security Actions
- International Ship & Port Facility Security Procedures
- Emergency Response Procedures to include:
 - Mock Drills
 - Response Exercises
 - Search Procedures
- Maritime Security Awareness for Inland Personnel
- Stow-Away Awareness & Response Procedures
- Explosives Awareness & Response Procedures
- Maritime Emergency Weather Procedures (Hurricanes, Natural Disasters)



OPERATIONAL PLAN



OPERATIONAL PLAN

This Operational Plan is designed to address City of Key West's security needs. Kent Security understands the unique challenges presented that will require top-notch security personnel to provide dependable security to residents, visitors and staff. Kent recognizes the importance of a safeguarded community, and for this reason, we are aware there needs to be a vigilant eye to deter common crime, and of course, more serious threats. All this may be done by allowing Kent Security's highly trained physical guards to protect and enhance the quality of life of City of Key West residents, and visitors.

Depending on the Port, and with the high volumes of pedestrian and automotive traffic, and service personnel, it is imperative that the Security Officers assigned are well rounded and actively vigilant at all times, possess zero language barriers can remain focused during peak hours. They also need to be able to point out most crucial places around their areas, as well as follow each district's rules and regulations. In other words, City of Key West will require Kent Security to staff the positions with the most professional Security Officers in the industry.

Your security vendor cannot be one-dimensional. You will require a vendor which can provide you with on-site supervision, access control, security camera monitoring, aggressive management, and outstanding customer service. You will need a vendor which desires to forge a **partnership** with City of Key West and places a priority on developing sound working relationships with your District's management teams. Your security vendor must hold its security officers, management, and support staff to high standards of accountability; as City of Key West is held accountable for the safety of its residents and property. Kent Security is committed to providing you with a second to none Operations Team and Security Staff to ensure the success of your security program. Our Operations Plan, Transition Plan, and Training Plan working together will ensure that your security program functions at peak levels.

Below is an outline of our recommendations for supervisory coverage and their responsibilities:

Program Administration

Kent Security Services currently has an office located in Miami, Florida. Obviously this location is too remote to effectively manage an account the size of Key West. Upon the award of this contract Kent Security's corporate staff would immediately be placed into action. Our first order of business will be to procure an office in Key West to better serve the City of Key West. Kent Security is experienced in this type of expansion. In 2008 and 2009 we have opened offices in New York (Manhattan) and Dallas Texas to serve clients in those respected areas.

Kent Security Services would relocate key members of our corporate team to implement your security program. Corporate personnel would consist of Human Resource personnel, Operations Management and Executive Management.

Your local Key West office will be permanently staffed with the following management and support staff positions:

PROJECT MANAGER

This person is our on-site management person. The Project Manager (PM) is responsible for the overall security operations and quality control. Through the Project Manager, Kent remains in constant contact to the client. The PM is directly responsible for all security services. This include: personnel, equipment, and any consulting. His duty is to implement procedures and regulation; train security personnel; and oversee duty performance as well as to collect feedback to modify and improve procedures and post orders for the best interest of City of Key West Districts.

Below are some of the PM's responsibilities:

- Develop and enforce security procedures, with management's help, for all personnel as the security program develops
- Be the liaison between our Management Team and City of Key West to carry out their requests and specific needs
- Interview and hire potential officers seeking to be assigned to City of Key West. Carry out disciplinary action with Kent personnel. Discharge personnel if necessary. (With total responsibility for building his security team the PM can hire and discharge officers based on his observations and client feedback.)
- Develop sound training programs for officers new to City of Key West project and ongoing combined training initiatives
- Inspect Officers unannounced monthly on all shifts
- Develop emergency procedure plans for the community in case of natural, as well as man-made disasters with City of Key West

SUPERVISION

Kent's Supervision practices are responsible for quality control during shifts. The supervisors are the eyes and ears for our clients and our management team. Each Supervisor assigned to City of Key West will have a minimum of 2 years experience as a Supervisor. Supervisors must be able to "step in" to any situation and offer guidance and direction to assigned security staff. During the evening and night hours, Supervisors perform unscheduled inspections, evaluate uniforms, equipment, and paperwork of personnel, measure their alertness, their current knowledge of the post, and gather feedback on how we can improve service. Supervisors also:

- Ensure that all Security Officers know their locations, and their vulnerabilities; especially in high risk areas.
- Report an Officer not performing to City of Key West or Kent's standards
- Assist Officers resolve conflicts and disputes, as well as general access control issues.
- Provide extra security presence to any City of Key West secured areas experiencing a disturbance or an increase of criminal or quality of life issues
- Provide extra security for the City of Key West when necessary.

- Respond to distress or assistance calls within the secured area
- Maintain radio contact with Security Officers
- Review paperwork and Incident Reports that have generated on their shifts
- Pass down incidents, information, and directives to the on-coming shift
- Ensure personnel are following procedures
- Report to the Post Captain or Kent management any problems with equipment, personnel, others they encounter
- Report Officers who are excelling
- Attend Board of Directors' meetings if required
- Visit the secured area periodically in a marked patrol vehicle to inspect activities or simply to drive around with lights flashing to increase visibility

SECURITY OFFICERS

Security Officers meet the requirement listed in the Security Services Proposal. Security Officers work daily shifts with variable hours. They provide guard service according to Post Orders that are established by City of Key West and clearly expressed on the scope of work for this RFP.

Kent will provide City of Key West with Security Officers who:

- Maintain the highest standards of security in the industry---they will communicate well, look for and report safety hazards, monitor security cameras with ease, screen with care all who enter the secured area, check thoroughly the areas assigned them, drive carefully, use lights and air-conditioning in buildings frugally, and monitor the flood gauge.
- Receive excellent skill development tools, thorough training
- Know their weekly schedules and daily arrival and departure times
- Keep designated facilities clean
- Perform all reasonable and necessary efforts to prevent intrusion, unauthorized entry, theft, vandalism, abuse, fire, terrorism, and trespass or other criminal activity on the secured area;
- Observe, detect, prevent unauthorized activity in the facilities
- Document conditions requiring response of Security Officers
- Follow all Post Orders strictly and dutifully
- Make no public statements about the site, and treat sensitive and confidential information with extreme care
- Be completely fluent in English and superb hospitality skills

Officers on all guardhouse posts are also monitored with IP Cameras which stream directly to our Dispatch Center. This allows for a very detailed supervision and assurance that the high quality service we pride ourselves with is being delivered at all times.

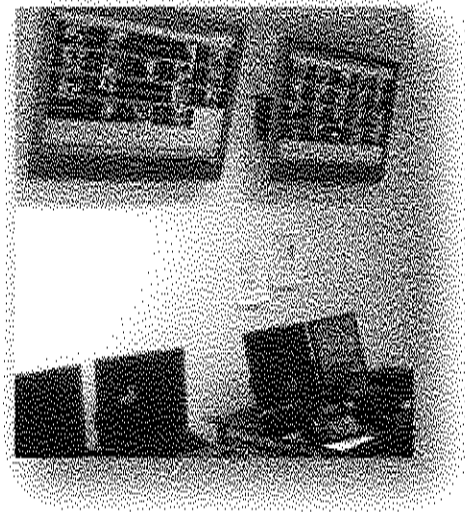


MEDICAL (CARDIAC) EMERGENCY RESPONSE

Kent Security has American Heart Association certified AED/CPR Heartsaver instructors on staff. These AED/CPR instructors are also our Kent Academy instructors that certify and train our licensed Security Officers above the State of Florida guidelines. We have the ability to train and certify our Security Officers in this discipline. All vehicles may be equipped with Heartsavers at an additional cost.

Pre-Shift Briefings

Kent Security is aware that training and information flow needs to occur as often as possible. In order to



facilitate this Kent Security has taken another industry-leading step. Kent Security will install and implement a video conference system. This system will provide a shift briefing for each shift, and through the video conference system allow a visual check to be performed of each officer before their shift begins. Topics of a more timely nature can be covered during these briefings and information can be passed from one shift to the next, ensuring continuity of service. This also provides an open line of communication so that each officer can express any concerns about their shift, prior to the beginning of each shift. This enhanced communication medium will provide more effective and efficient flow of information both up and down the command chain.

Topics covered in these briefings will include:

- Be On the Look Out (BOLO) --
Suspicious Persons
- Equipment Failures
- Procedure Changes
- Specific Situation Reminders
- Crime Trends
- Patrol Techniques to counter crime trends
- Weather Patterns
- Special Events
- Amber Alerts
- Holidays
- Report Reviews
- Knowledge Spot Checks

FISI TECHNOLOGY

FISI is one of Kent Security's subsidiaries. FISI is our technology division that allows us the rare ability to merge security manpower with electronic security measures, in order to provide a complete, seamless solution to even the most complex access control challenges. FISI's trained security consultants bring their vast technology know-how to every client inquiry; to solve your security challenge. FISI consultants and technicians are extraordinarily well versed in:

- Closed circuit television systems (CCTV)
- Advanced Imaging IP Cameras
- Perimeter intrusion detection systems
- Vehicle access control systems
- Door access control systems
- Biometrics
- Remote video monitoring
- Gate arms and swing gates
- Introducing: Virtual Guard
- Facial and Voice Recognition System





QUALITY CONTROL AND MONITORING



QUALITY CONTROL ASSURANCE AND CONTRACT MONITORING

Of great importance to the City of Key West is that Kent Security places a premium on Quality Control technology and methods to ensure that our Security Officers' performance meets or exceeds our client's expectations. We aggressively seek, create, and implement cutting edge technology solutions to enhance our management team's ability to hold our officers *accountable* for their performance on every shift, every day. Our Quality Control methods allow Kent's management and supervisory team the ability to review data collected from a previous shift, in order to monitor employee performance.

SUPERVISOR INSPECTIONS

Kent Security has Field Supervisors that inspect our officers and posts during the evening and overnight hours. On the weekends and holidays they work around the clock. Our Supervisors will perform random post inspections of our Security Officers. They will generate "Officer Inspection" reports that our management reviews. This form will provide feedback of the officer's appearance (uniform and grooming), alertness, attitude, knowledge of Post Orders, etc. The supervisor will also take a digital photograph of the officer during each inspection for management review.

MANAGEMENT INSPECTIONS

District Managers are required to visit and inspect the post each week and make contact with the client's representatives to ensure their satisfaction or to implement necessary changes. During their visits they will speak with the Post Captain about personnel performance, procedures, or issues. The District Manager will inform and instruct the management staff of any corrective action needed and ensure proper personnel or procedure changes. District Manager will generate a daily report of their inspections and client contact for the division President's review.

QUALITY CONTROL AND CONTRACT MONITORING TECHNOLOGY

For quality control assurance, Kent Security has invested in a state of the art Dispatch Command Center located in our corporate office.

I.P. CAMERAS

Kent Security will install, if deemed necessary and with the City of Key West's consent, I.P. Cameras at stationary security positions. These images are sent via the internet to our Dispatch Center and displayed on multiple large screens, overhead, plasma televisions:

- Allows Kent's management, supervisors, and dispatchers the ability to monitor our officers:
 - Observe an officer in distress
 - Enables to contact Police, Fire, and EMS assistance and provide a real time description of an emergency situation to a 911 operator
- Enhances our ability to hold our Security Officers accountable for their actions

- Images available to law enforcement for evidentiary purposes or clients review
- Images are archived on a dedicated server for **six (6) months**
- Provided at **NO COST** to the client

POST WATCH (SCHEDULE MANAGEMENT SYSTEM)

Kent Security has implemented a **computer based telephone schedule management system** which ensures the dispatcher that shifts and shift changes have successfully been completed. Each Post's schedule is downloaded and updated into the computer system on a daily basis. When an officer reports to work he or she will:

- Will call a toll free number from a designated telephone from the Post.
- The system will answer the telephone after the "caller ID" has been established. The system will only accept calls from a designated telephone number from each Post.
- The officer will be prompted to enter their employee ID number
- The officer has "clocked in" and begins their shift
- The officer also repeats these steps once his or her shift is complete. "Clock out"

The system will alert and advise the dispatcher of the following issues:

- If an officer has failed to "clock in" or "clock out"
- If an officer has attempted to "clock in" from an unauthorized telephone number
- If an unscheduled officer has "clocked in" at a Post

In event the system alerts the dispatcher the following steps are taken:

- Dispatcher calls the Post to ascertain why the officer has not "clocked in"
- Dispatcher may order the Field Supervisor to respond
- Dispatcher calls the Security Officer's personal telephone numbers in an attempt to locate him or her
- Dispatch advises the Post Captain and Operations Manager assigned to the Post of an "open" or uncovered shift (If the Post is 24 hours a day, the Security Officer on duty is required to stay at the Post until properly relieved)
- Shift coverage arrangements are made

POST CHECK (AUTOMATED TELEPHONE CHECK SYSTEM)

Kent Security has developed a computer based automated telephone Post Check system that calls each post during the overnight hours. The Post's schedule is downloaded and updated into the computer system on a daily basis. When the system calls the Post and an officer answers the phone, he or she is prompted to enter their personal four (4) digit code, followed by the pound sign (#). This system can be programmed to:

- Call the Post from every ten (10) minutes, to calling the Post every two (2) hours
- Date, time, and officer's code that was entered is recorded and archived
- Call records are archived for investigatory purpose for a term of six (6) months

If an officer fails to enter his or her correct four (4) digit code followed by the pound sign (#) the system:

- Alerts the dispatcher
- The dispatcher contacts the officer by telephone and inquires to his or her condition and reason for incorrect entry
- The dispatcher may order the Field Supervisor to respond to the post, if deemed necessary, to inspect the officer
- Management is notified by dispatch if deemed necessary

GPS TRACKING

Dispatch Command Center can track each Security Officer, Field Supervisor, and Management's precise location via a Global Positioning System in the mobile phones issued to them. This allows dispatchers, supervisors, and management teams to:

- Monitor a roving Security Officers activities in *real time*
- In the event of an emergency, can locate the closest Field Supervisor and or Kent Security manager to the facility
- Review archived activity reports for a period of six (6) months
- Identify a roving Security Officers' position during their shifts.
- GPS reports can be produced for client's review

PATROL MANAGEMENT

Kent Security has available, at no additional cost to our clients, the **Proxiguard** Patrol Management system. The system's software would be maintained at the Kent corporate office or installed on a computer located within the on-site office (if provided). The "probe" locations would be approved by the City of Key West's Management Staff and installed by Kent Security personnel. Proxiguard reports, complimented with the GPS tracking reports, portray an excellent overview of the Officers' activities. This is another tool used in quality control assurance. Some great features of the Proxiguard include:

- Reports can be generated as frequently as the client desires.
- The system archives the downloaded data indefinitely from the very first day the system was installed.
- The system denotes the amount of time that has lapsed from checkpoint to checkpoint.
- Requested information can be downloaded to Microsoft Excel and emailed directly to property management.
- Can be managed on site, on a daily basis, by a client representative.

REPORTS, FORMS, AND CHECKLISTS:

Reporting events, activities, and the condition of equipment is a Security Officer's duty. Kent Security issues generic forms and reports for our Officers to complete as well as site specific forms that provide our clients with information that they need to address their needs. Examples of each report and form have been provided at the end of this section.

KENT SECURITY SERVICES, INC. ISSUED REPORTS:

Daily Activity Reports:

- Documents the hour by hour conditions and activities the Security Officer has encountered.

Incident Reports:

- Documents specific events or actions taken by an officer that may be of interest to our clients. This report is more detailed than the Daily Activity Report:
 - Criminal Activity
 - Suspicious Person(s) or Vehicle
 - Fire
 - Water Leaks
 - Equipment Failures
 - Alarms
 - Open or Unsecured Doors
 - Security Breach
 - Any "Event of Interest" to the client

Performance Improvement Action Report:

- Designed to both document and improve poor performance
- Early warning signs enable us to remove employees that do not meet the City of Key West's standards
- Progressive discipline policy, which ensures fair and impartial treatment of Kent Security employees

Officer Inspection (Field Supervisors):

- This report documents a Field Supervisors interaction or inspection of an officer on post. The Field Supervisor forwards this form to the management team for review and further corrective actions if needed. This reports rates an officers:
 - Alertness

- Grooming and Hygiene
- Completeness of Uniform
- Quality of Uniform
- Cleanliness of Work Area
- Condition of Equipment
- Officer's Attitude
- Communication Skills
- Knowledge of Duties
- Training provided to the officer
- Supervisor comments
- Officer in possession of security license or Acknowledgement card
- Officer in possession of their Kent Security identification card

EQUIPMENT:

Kent Security issues a variety of equipment for our Security Officers to implement during their shifts. If the City of Key West requires specialized mission specific equipment, Kent Security has the resources and ability to meet those needs. The below sections will cover standard issue equipment that our officers will possess for your variety of security service needs.

Uniforms (Per Officer):

- White Uniform Shirts with Kent Security Patches on Each Arm
- Dark Blue Pants with White Stripe on the outside Hemline
- Blue Tie with Kent Security Service Mark (Kent "K")
- Black Belt
- Gold in Color "Kent" Security Badge
- Gold in Color Whistle Set
- Yellow Braid
- Kent Security Military Style Hat
- Kent Security Jacket

Communication Equipment (Per Security Position):

- If needed, Two-Way Radios with chargers to communicate with security employees
- Telephone will be GPS equipped for tracking purposes

Safety Equipment (Per Security Position):

- Cell "Mag-Lite" style flashlight
- "Kent Security" rain coats (various sizes)
- Reflective Traffic vest
- "Caution" barrier tape
- Binoculars
- Digital Camera

Reporting and Misc Equipment (Per Security Position):

- Clip boards
- File box
- Log Book
- Incident Reports
- Daily Activity Reports
- Payroll and Scheduling Reports
- Site Specific Reports
 - Maintenance Request
 - Damage or Malfunctioning Equipment
 - Light Replacement Report
 - Any Site Specific Report Required
- Office supplies – pens, paper clips, stapler, etc.

Medical Equipment (Per Security Position):

- Standard First Aid Kit
- Latex Gloves
- Kent Security Officers will be AED/CPR certified. The client will be responsible for providing the AED/CPR equipment if this service is desired.

CONCLUSION

We hope you have found this proposal comprehensive and uniquely relevant to your needs. Our goal is to provide you with a blueprint of the services, training and overall quality we offer the City of Key West with our security team. Please, if you have any questions or concerns do not hesitate to contact us, all of our management is available to further explain every service and recommendation in detail anytime you wish to address them. Once again thank you for your interest, support and business.

