



# NorthStar Security, Inc.

## A NorthStar Security Proposal for The City of Key West Port and Marina Services

Presented by: NorthStar Security Inc.  
Rafael Aguilar  
Chief Security Officer  
September 22, 2013





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September 22, 2013

City Clerk  
City of Key West (Port Authority)  
3126 Flagler Street  
Key West, Florida 33040



Dear Mrs. Snider,


Thank you for the opportunity to submit this proposal in response to the City of Key West (Port Authority), Port and Marina Security Services, (ITB No. 13-020). The following proposal is based on the information provided in the CITY OF KEY WEST (PORT AUTHORITY) ITB.

Throughout the proposal, we will demonstrate our proposed solution to provide security guard services to the CITY OF KEY WEST (PORT AUTHORITY). NorthStar Security is prepared to offer the CITY OF KEY WEST (PORT AUTHORITY) security solutions, consisting of highly qualified and well-trained personnel capable of increasing the efficiency and quality in security operations while providing a level of service which meets the expectations of the CITY OF KEY WEST (PORT AUTHORITY). We begin the transition of security services a month in advance to ensure that our services are provided with absolutely no interruption or inconvenience to you, your management team, or your community.

NorthStar Security has a clear understanding of the CITY OF KEY WEST (PORT AUTHORITY)'s security environment and is the best choice to reduce your risk, identify and resolve challenges, and create a mutually beneficial and long-term partnership. A summary of our proposed program includes the following:

Our Solution	Your Benefits
Quality Through Experience	<ul style="list-style-type: none"> <li>★ Our management teams combined 50 years of contract security experience will provide CITY OF KEY WEST (PORT AUTHORITY) with the quality that it expects in managing similar services.</li> <li>★ Our experience in working with clients seeking quality first from their security services provider allows CITY OF KEY WEST (PORT AUTHORITY) to partner with a security provider that is familiar with your culture, expectations, and results driven performance.</li> </ul>
Local Office Support	<ul style="list-style-type: none"> <li>★ Our local Key West regional office will provide a strong level of local support and supervision.</li> </ul>
Strong Financial Strength	<ul style="list-style-type: none"> <li>★ Provides the CITY OF KEY WEST (PORT AUTHORITY) with a security provider with a solid financial stability and working capital which in-turn will yield a viable long-term partner.</li> <li>★ Ensures payroll, fringe benefits, and local, state, and federal taxes are handled on-time.</li> </ul>

The information contained in this proposal or any part thereof is true, accurate, and complete. Rafael Aguilar, President of NorthStar Security, Inc., and on behalf of NorthStar Security, Inc., agrees to be bound by all of the provisions of this proposal as submitted. All negotiations and sales activities pertaining to this RFP will be handled by Rafael Aguilar with full negotiation authority on behalf of NorthStar Security, Inc. In closing we want to thank you for this opportunity and can assure you that, if selected, NorthStar Security will be an asset to the CITY OF KEY WEST (PORT AUTHORITY). We look forward to working with you.

Rafael Aguilar   
President & Chief Security Officer  
NorthStar Security, Inc.  
422 Fleming Street  
Key West, Florida 33040





## INQUIRIES

- ★ All inquiries pertaining to this ITB should be directed via US mail, fax, email, or courier to the following individual(s):

Mr. Rafael Aguilar  
President & Chief Security Officer

NorthStar Security, Inc.  
422 Fleming Street  
Key West, Florida 33040  
Office: (305) 830-9991  
Mobile: (786) 307-7541  
Fax: (888) 537-5171  
Email: [raguilar@northstarsecurity.us](mailto:raguilar@northstarsecurity.us)



## INSURANCE

- ★ NorthStar Security will provide at the CITY OF KEY WEST (PORT AUTHORITY)'s request, certificates evidencing the coverage on or before the execution of the work and thereafter upon request and the renewal of any of the policies.
- ★ NorthStar will name the CITY OF KEY WEST (PORT AUTHORITY) owner, directors, officers, employees, and agents as additional insured.
- ★ In addition, the insurance shall be primary coverage with respect to all insured and additional insured.
- ★ NorthStar will maintain the following insurance coverage's and limits.
  - Commercial Liability Insurance
    - Each Occurrence Limit \$1,000,000
    - General Aggregate Limit \$2,000,000
    - Products-Completed Operations Limit \$1,000,000
    - Personal and Advertising Injury Limit \$1,000,000
  - Business Automobile Liability Insurance \$1,000,000
  - Worker' Compensation Insurance \$1,000,000
  - Employers Liability Insurance \$1,000,000
  - Excess/Umbrella Liability Insurance \$5,000,000







# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
9/22/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> El Dorado Insurance Agency, Inc. El Dorado Sec Svcs Ins Agy PO Box 66571 Houston TX 77266	<b>CONTACT NAME:</b> Diane Kornblit <b>PHONE (A/C No. Ext):</b> (713) 521-9251 <b>FAX (A/C No.):</b> (713) 521-0125 <b>E-MAIL ADDRESS:</b> dkornblit@eldoradoinsurance.com
	<b>INSURER(S) AFFORDING COVERAGE</b>
<b>INSURED</b> Northstar Security, Inc., DBA: Northstar 172 West Flagler Street Suite 330 Miami FL 33130	<b>INSURER A:</b> First Mercury Insurance Co. 10657
	<b>INSURER B:</b> Travelers Indemnity Company of 25658
	<b>INSURER C:</b> SCOTTSDALE INSURANCE CO 41297
	<b>INSURER D:</b> Travelers Casualty & Surety Co. 19038
	<b>INSURER E:</b> <b>INSURER F:</b>

**COVERAGES** CERTIFICATE NUMBER: 13-14 GL/Auto/WC/UMB REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY			SE-CGL-0000024904-01	3/5/2013	3/5/2014	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Errors & Omissions GENL AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ Included
B	AUTOMOBILE LIABILITY			BA00034676	4/3/2013	4/3/2014	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS						BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Underinsured motorist \$
C	UMBRELLA LIAB			KBS0032747	8/22/2013	8/22/2014	EACH OCCURRENCE \$ 5,000,000
	<input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						<input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE AGGREGATE \$ 5,000,000
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			UB-4069T19-7	4/2/2013	4/2/2014	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER
	<input type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Altoth ACORD 101, Additional Remarks Schedule, if more space is required)

<b>CERTIFICATE HOLDER</b> ( ) - City of Key West 3126 Flagler Street Key West, FL 33040	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE R.L. Ring, Jr./DIANE
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## **COST PROPOSAL**

### **Labor and Personnel Pricing**

Please refer to the Bid Form included on the next page for detailed pricing.

### **Bid Form Rates Include**

- ★ Recruitment
- ★ Security Guard Background Investigation
- ★ Training
- ★ Area Supervision
- ★ Recognition Programs
- ★ 401K Plan
- ★ Paid Vacation
- ★ Paid Holidays When Worked
- ★ Health/Life Insurance
- ★ 401K Retirement Plan
- ★ Payroll Taxes
- ★ Insurance
- ★ Uniforms
- ★ Account Management

### **NorthStar Security Observed Holidays**

- ★ Memorial Day
- ★ Independence Day
- ★ Veterans Day
- ★ Thanksgiving Day
- ★ Christmas Day
- ★ New Year's Day



Notice to Bidder: Use Black Ink or Type For Completing the Form.

**BID**

**To:** CITY CLERK  
CITY OF KEY WEST, FLORIDA  
3126 FLAGLER AVE  
KEY WEST, FLORIDA 33040

**Project Title:** PORT AND MARINA SECURITY SERVICES

**Project No.:** ITB No. 13-020

**BIDDER'S INFORMATION**

**Name:** NORTHSTAR SECURITY, INC.

**Address:** 422 FLEMING STREET  
KEY WEST, FL 33040

**Contact Name:** RAFAEL AGUILAR

**Email:** RAAGUILAR@NORTHSTARSECURITY.US

**Telephone:** (305) 830-9991

**Fax:** (888) 537-5171

**BIDDER'S DECLARATION AND UNDERSTANDING**

The undersigned, hereinafter called the Bidder, declares that the only persons or parties interested in this Bid are those named herein, that this Bid is, in all respects, fair and without fraud, that it is made without collusion with any official of the Owner, and that the Bid is made without any connection or collusion with any person submitting another Bid on this Contract.

The Bidder further declares that he/she has carefully examined the Contract Documents for the project that he/she has personally inspected the site that he/she has satisfied himself/herself as conditions of work involved.

The Bidder further agrees that he/she has exercised his/her own judgment regarding the interpretation of job conditions and has utilized all data, which he/she believes pertinent from the Project Manager, Owner, and other sources in arriving at his/her conclusions.

BID FORM

PORT AND MARINA SECURITY SERVICES

The security services for each facility is outlined in the Scope of Work section

LOCATION	UNBURDENED HOURLY RATE (\$) <sup>1</sup>	RATE IN WORDS	BURDENED HOURLY RATE (\$) <sup>2</sup>	RATE IN WORDS	YEARLY TOTAL (\$)
Mallory Square	\$ 15.00	Fifteen Dollars	\$ 18.00	Eighteen Dollars	Not Applicable
Outer Mole Pier	\$ 15.00	Fifteen Dollars	\$ 18.00	Eighteen Dollars	Not Applicable
Key West Bight	\$ 15.00	Fifteen Dollars	\$ 18.00	Eighteen Dollars	\$ 91,728
City Marina	\$ 15.00	Fifteen Dollars	\$ 18.00	Eighteen Dollars	\$ 65,700
Key West Bight Ferry Terminal	\$ 15.00	Fifteen Dollars	\$ 18.00	Eighteen Dollars	Not Applicable

<sup>1</sup> Direct Labor Cost

<sup>2</sup> Direct Labor Cost, O/H, G&A, Profit

Note: The City reserves the right to request a Certificate of Current Cost or Pricing Data to certify the hourly rates above



SUBCONTRACTORS

The Bidder further proposes that the following subcontracting firms or businesses will be awarded subcontracts for the following portions of the work in the event that the Bidder is awarded the Contract:

Portion of Work: \_\_\_\_\_  
Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Portion of Work: \_\_\_\_\_  
Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Portion of Work: \_\_\_\_\_  
Name: \_\_\_\_\_  
Address: \_\_\_\_\_

NONE

BIDDER

The name of the Bidder submitting this Bid is: NORTHSTAR SECURITY, INC.

Doing business at 422 FLEMING STREET

City KEY WEST State FL Zip 33040

Telephone No. (305) 830-9991

This address is where all communications concerning this Bid shall be sent.  
The names of the principal officers of the Corporation submitting this Bid, or of the Partnership, or of all persons interested in this Bid as Principals are as follows:

Name	Title
<u>RAFAEL AGUILAR</u>	<u>President</u>
<u>LUIS REQUEJO</u>	<u>CEO</u>
<u>Jorge Calzadilla</u>	<u>CFO</u>

**If Corporation**

IN WITNESS WHEREOF the undersigned corporation has caused this instrument to be executed and its seal affixed by its duly authorized officers this 22 day of September, 2013

(SEAL)

Name of Corporation NORTHSTAR SECURITY, INC.

By: RAFAEL AGUILAR 

Title: President

Attest: Jane E...  
Secretary

**If Sole Proprietor or Partnership**

IN WITNESS hereto the undersigned has set his/her/its hand this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

Signature of Bidder \_\_\_\_\_

Title \_\_\_\_\_

**SWORN STATEMENT UNDER SECTION 287.133(3)(a)  
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

**PROJECT ITB #13-020: PORT AND MARINA SECURITY SERVICES**

**THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICE AUTHORIZED TO ADMINISTER OATHS.**

1. This sworn statement is submitted with Bid, Bid or Contract No. ITB-13-020 for PORT & MARINA SECURITY SERVICES
  
2. This sworn statement is submitted by NORTHSTAR SECURITY, INC.  
(Name of entity submitting sworn statement)  
whose business address is 422 FLEMING STREET  
Key West, FL 33040 and (if applicable) its Federal  
Employer Identification Number (FEIN) is 27-0498034 (If the entity has no FEIN,  
include the Social Security Number of the individual signing this sworn statement.)
  
3. My name is RAFAEL AGUILAR and my relationship to  
(Please print name of individual signing)  
the entity named above is President.
  
4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited to, any Bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.
  
5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
  
6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means
  1. A predecessor or successor of a person convicted of a public entity crime: or
  2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
  
7. I understand that a "person" as defined in Paragraph 287.133(1)(8), Florida Statutes, means any natural

person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which Bids or applies to Bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)

There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)

(Signature) 

(Date) 9-12-2013

STATE OF FLORIDA

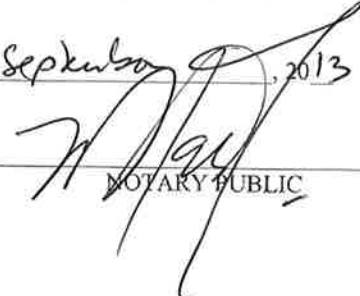
COUNTY OF Miami Dade

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

RASAE Aguirre who, after first being sworn by me, affixed his/her signature in the  
(Name of individual signing)

space provided above on this 22 day of September, 2013



  
NOTARY PUBLIC





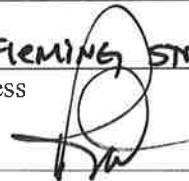
**CITY OF KEY WEST INDEMNIFICATION FORM**

To the fullest extent permitted by law, the Contractor expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents, and employees (herein called the "indemnities") from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the Contractor its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claims by indemnities for indemnification shall be limited to the amount of Contractor's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the Contractor under workers' compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the Contractor or of any third party to whom Contractor may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of the work.

CONTRACTOR: NORTHSTAR SECURITY, INC. SEAL:

422 FLEMING STREET, KEY WEST, FL 33040  
Address

  
Signature

RAFAEL AGUILAR  
Print Name

President  
Title

9-22-2013 Date









## INTRODUCTORY LETTER

Dear City Clerk,

On behalf of NorthStar Security, I would like to thank you for allowing NorthStar Security the opportunity to present our qualifications and proposal for providing quality on-site executive security services for the CITY OF KEY WEST (PORT AUTHORITY). NorthStar Security will offer the CITY OF KEY WEST (PORT AUTHORITY) several security solutions, consisting of highly qualified and well-trained personnel capable of increasing the efficiency and quality in security operations while providing a level of service which exceeds the expectations of the CITY OF KEY WEST (PORT AUTHORITY). NorthStar Security is a firmly established company that has over 50 years of combined security experience, and offers private security of first-rate quality.

NorthStar Security is prepared to offer the following features and benefits to the CITY OF KEY WEST (PORT AUTHORITY): Risk Assessment Planning, Business Impact Analysis, Emergency Planning, Crisis Management, Customized Corporate In-House Training, and Technical Countermeasures (TCM). We will begin immediate planning and security personnel provisioning for the CITY OF KEY WEST (PORT AUTHORITY)'s security needs and show you how seamless the transition of security services to NorthStar would be. We begin this initiation well over a month in advance to ensure that our services are provided with absolutely no interruption or inconvenience to you, your management team, or your community.

The information enclosed will help you make the most of our services. If you have questions and would like to discuss further, please feel free to contact me directly. We strive to develop a partnership with every client and are looking forward to the possibility of entering into a partnership with your business.

Sincerely,

Rafael Aguilar  
Chief Security Officer  
NorthStar Security, Inc.





## COMPANY HISTORY

In 2004, fresh out of his 4-year service in the United States Marine Corps, Rafael Aguilar took his military training and leadership qualities and formed a security guard, investigative, and background screening service company. Prior to his enlistment in the United States Marine Corps, Rafael worked for several years in the security guard industry as a patrol officer and supervisor. Throughout this tenure, Rafael realized that all existing security companies lacked the proper personnel training, and overall vision or leadership regarding the level of quality that clients should be receiving. With a clear vision as to the quality service that he wanted to provide to clients, and the military, law enforcement, and security know-how, Rafael started what has become the TOP QUALITY security service provider in Florida.

As a native of Miami Florida, born and raised in the North Miami area, it was only a matter of time before Rafael would break-through with his organization in Florida. In 2007, Rafael partnered with 3 local seasoned investors and business entrepreneurs to expand our market penetration throughout the State of Florida. As a result of this partnership, NorthStar grew exponentially offering security guard services to all business sectors in the State of Florida while still offering the TOP QUALITY approach he originally envisioned.

In 2011, Rafael realized that he had to continuously re-train all security guards that he hired because their State mandated training through other companies was so poor. As a result, Rafael formed NorthStar Training Academy where he had a direct influence on the method and content of training that his security officers received. Therefore, all security guards hired by NorthStar, regardless of their former training and licensing, must still undergo the 70 hours of pre-employment training mandated by NorthStar Security.

Today, NorthStar employs approximately 400 part-time, full-time, and administrative personnel throughout the State. Our security services now reach geographical areas such as Florida, Georgia, North Carolina and Peru. Despite our ability to project our leadership and quality service throughout the nation, NorthStar remains a boutique style of security Services Company by CHOICE. Rather than trying to become the largest security company or electing to someday take the company public, Rafael maintains his vision of running a smaller, boutique style company that focuses primarily on QUALITY for its service, personnel, and management response as its benchmark. NorthStar Security never wants to be remembered as the largest security company, simply the BEST QUALITY one!





## OUR APPROACH

In order for NorthStar to succeed in its endeavor of providing the highest possible quality service to its clients, it first had to understand all of the components surrounding a word that many security companies out there throw around, but few actually ever provide... QUALITY SERVICE! For this reason, NorthStar elects to remain as a mid-tiered size boutique security service company where it can dedicate the same level of detail and quality as if it had only one client.

Our QUALITY guarantee is largely achieved through direct involvement, training, and interaction from the owners of the company themselves. No other security services company in Florida actually has a company owner involved and responding to patrol incidents, client requests, or day-to-day operations activity. This is what sets us apart from the competition. The fact that if one of our clients' needs assistance, or if one of our guards ever commits an error while on duty, not only will their supervisors respond, but so will our company management and more importantly, a company owner. No one will ensure that our quality values are being honored more than an owner himself. This is the true measure of QUALITY in an organization. **This provides us the ability to offer our clients real solutions from actual company decision makers that can assess, respond, and correct any deficiencies or customer requests immediately, permanently, at location, and with the best quality for our clients in mind.**

For years, NorthStar Security has been providing a quality-based, discipline-oriented approach that continues to set NorthStar Security apart from the rest of the competition. We take a holistic approach to serving your account that focuses on complete client satisfaction. Our multi-faceted approach encompasses all the various stages of our business relationships, including account set-up, training, implementation, operational standardization, maintenance, and client care. Ensuring client satisfaction throughout each of these stages is predicated on a relatively simple premise – building a relationship with each client and understanding from the very beginning what their requirements and expectations are. From there, NorthStar can establish a baseline to allow us the opportunity to exceed those expectations.





## OUR VALUES

### Our Core Purpose

To serve and protect the citizens, homes, and businesses of our communities utilizing our incorruptible values of Honor, Integrity, and a Commitment to Quality Excellence.

### Our Values

- ★ **Honor:** To NorthStar, Honor is the finest sense of justice which the human mind can frame. It is our intent to earn our customer, vendor, and industry's trust by utilizing discipline, good judgment, honesty, and an unwavering respect to all we encounter.
- ★ **Integrity:** To be honest is to apply integrity to every situation without exception or separation; it is doing the right thing even if no one is watching. For NorthStar, integrity is a code of ethics and moral value system which are incorruptible.
- ★ **Commitment:** This is our pledge and our unwavering dedication to our value system and to protecting your community and people with the highest quality. This is our value that sets NorthStar miles apart from the rest of the industry. We are committed to providing our clients the best quality service, guaranteed!
- ★ **Empowerment:** NorthStar offers development programs that enable our employees to do their jobs with skill and confidence.
- ★ **Achievement:** Reward and recognize service excellence, team success and individual achievement.

### Service Promise

All NorthStar Security officers adhere to our quality standards, which are designed to provide unparalleled service and value to our clients.

### Our Officers Quality Pledge

- ★ We always arrive at work as scheduled and on time
- ★ We'll maintain a neat and professional appearance
- ★ Our demeanor is friendly and professional
- ★ We are good communicators
- ★ We understand and successfully execute post orders
- ★ We handle problems and issues swiftly and professionally







## **EXECUTIVE BIOGRAPHIES**

### **Rafael Aguilar Jr.**

#### **President and Chief Security Officer**

Mr. Aguilar is the founder and visionary leader of NorthStar Security. Mr. Aguilar directs and maintains authority for all corporate and regional day-to-day operations. In this capacity, Mr. Aguilar is responsible for all administrative, field operations, and compliance functions within the organization. In addition, Mr. Aguilar is responsible for directing the company's corporate-wide operational development strategies and participates in strategic planning, corporate governance, diversification initiatives and business development. Mr. Aguilar has lead NorthStar Security since its birth and through aggressive growth initiatives and high-visibility contract negotiations. However, most importantly, Mr. Aguilar ensures that the company's high quality standards remain as the primary goal of the organization.

Mr. Aguilar is a veteran of the 2nd Marine Division, United States Marine Corps, where he was honorably discharged after serving his country with honor, courage, and distinction. He has more than 18 years of experience in the security and investigative field. Mr. Aguilar previously attended the Miami-Dade Police Academy (BLE 214) where he learned law enforcement tactics and procedures which provided him with valuable experience for the security industry.

Mr. Aguilar is a native of South Florida and was born and raised in Miami Lakes. He currently resides in South Florida and is a graduate of The University of Miami and DeVry's Keller Graduate School. He has earned a Bachelor's degree in Accounting, a Bachelor's degree in History, MBA with an accounting concentration, and a Master's degree in accounting and financial management. In addition, Mr. Aguilar will begin his Ph.D. program in 2013.

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### **Luis Requejo**

#### **CEO**

Mr. Requejo oversees strategic planning, business development and all marketing strategies for NorthStar Security. Mr. Requejo utilizes unique approaches and a natural ability to connect with people to strategize and develop businesses in emerging markets around the globe. A true entrepreneur at heart, Mr. Requejo continues to inject visionary strategic planning into NorthStar Security and has helped position the company for aggressive growth, while maintaining sustainability.

In addition to his leadership role with NorthStar Security, Mr. Requejo sits on the board of directors for First Data ISC, EasyWay Aluminum, and Recal Investment Group. Under this capacity, Mr. Requejo assists in strategic planning and market penetration for their respective industries.

Mr. Requejo has more than 14 years' experience in leading and managing security and merchant service organizations and has a proven track record of business development. He resides in South Florida and is a graduate of Florida State University where he earned a Bachelor's degree in Business Administration.



## **Jorge Calzadilla**

### **SVP and CFO**

Mr. Calzadilla oversees all finance, accounting, treasury, insurance, tax and investor relation functions. He directs all high-level financial initiatives, and is an innovative professional which uses instincts, insight, judgment, and timing to succeed no matter how difficult the odds. He is an expert at overcoming complex financial challenges and makes high-stakes decisions using experience-backed judgment, strong work ethic, and irreproachable integrity.

Mr. Calzadilla has a consistent record of delivering extraordinary results in growth, revenue, operational performance, and profitability, and has more than 14 years in the banking, financial, and investment industries. He has successfully lead previous company efforts through mergers and acquisitions and has extensive experience leading all treasury functions for global organizations.

Mr. Calzadilla currently sits on the board of directors for First Data ISC, EasyWay Aluminum, and Recal Investment Group. He was born and raised in South Florida and currently resides in the Miami area.

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## **Daniel Pou**

### **SVP and Chief Development Officer**

Mr. Pou oversees all business development, residential and commercial sector integration, and strategic projects for NorthStar Security. He is an accomplished results-driven business development executive with an incredible ability of effectively utilizing his communication skills for an increase in community affiliations. Mr. Pou is a highly regarded executive professional within the South Florida community and consistently demonstrates hands-on management in the development and implementation of strategic business development plans to ensure company transformation and growth.

Mr. Pou is a native of South Florida and has over 15 years in the real estate, property management, and home development industries. He has effectively leveraged business development opportunities to ensure company market growth and stable company financial performance. Mr. Pou is a graduate of Florida International University where he has earned a Bachelor's degree in Management.





## EXPERIENCE

NorthStar Security has 9 years of experience and an executive management team with a combined 70 years of related military, law enforcement and security experience. As the TOP QUALITY provider in Florida, NorthStar Security services numerous industries and business entities. All of our contracts are serviced directly through our local or regional operation centers. However, all contract compliance is centrally monitored through our main corporate headquarters in Downtown Miami Florida.

Of specific benefit to the CITY OF KEY WEST (PORT AUTHORITY), NorthStar has serviced security contracts for specific clients with similar operations of the CITY OF KEY WEST (PORT AUTHORITY). More specifically, NorthStar is one of the top providers of security services to commercial, special event companies, entertainment industries, and companies or non-profit organizations with a heavy traffic of patrons on a daily basis. Some examples of our local experience in these industries are as follows:

- ★ **Miami Museum of Science (Planetarium)** – NorthStar is the exclusive security service provider for the Miami Museum of Science. We provide security for their overall day-to-day operations, their periodic special events such as their monthly “Fabulous First Friday” laser show event, and all of their children camps. Under this capacity, NorthStar is entrusted to secure the museum and their patrons including the majority being children.
  - **Services Provided:** Children’s Risk Assessment, Vendor Background Screening, Security Checkpoints, Unarmed Security Guards, Special Event Security, Vehicle Patrol and Bicycle Patrol.
  
- ★ **Vitamin C Communications / Zayas Marketing Group** – Vitamin C communications is the largest special event management provider in The State of Florida. They are responsible for event venues covering all of the major holidays whereby they host, plan, organize, and execute all event activities. These events usually are numbered well above 6,000 patrons per event. Some of their notable events include The Brickell Fest, St. Patrick’s Day Festival, 5 De Mayo, and the October Halloween Bash. Most of these events are outdoor events which include live music and alcohol sales. NorthStar is their exclusive security provider of unarmed security officers and have maintained zero incidents throughout our tenure.
  - **Services Provided:** Terrorism Checkpoint Control, Less-Lethal Security Guards, Special Event Security, Golf Cart Patrol, Security Check-point, and Weapons Security Screening.



- ★ **Wow Factor Marketing** – Wow factor is an upscale premier provider of marketing and event solutions nationwide. Some of their notable clients include Disney, CBS, NBC and Universal Pictures to name a few. NorthStar Security provides Wow factor with security services predicated on an extremely high level of quality. Wow factor and their clients cannot have a security breach or poor quality security service provider hampering their events. This is why they entrust NorthStar Security with their security needs.
  - **Services Provided:** Unarmed Security Guard Services, Executive Protection and Body Guard Services, Special Event Security, Plain-Clothed Undercover Security Personnel.
  
- ★ **The Shopping Center Group** - The Shopping Center Group is a large national property management group that concentrates on a “retail-only” real estate platform that provides a full assortment of advisory services to tenants, landlords, developers, investors and financial institutions throughout the continental United States. For years, NorthStar Security has been trusted to provide exceptional high quality service to more than 20 retail shopping centers and 2 shopping malls throughout the State of Florida.
  - **Services Provided:** Unarmed retail shopping center security services, armed retail shopping center security services, Roving golf cart and bicycle patrol, Shopping center theft risk assessment services, Mall Security.
  
- ★ **D.R. Horton Homes** - D.R. Horton Homes is one of the premier home builders in the United States. NorthStar Security has been providing first rate, quality residential security services to many of their residential properties for years.
  - **Services Provided:** Unarmed residential security services, armed residential security services, Security supervisory services, Patrol vehicle, golf cart, and bicycle security services.
  
- ★ **Horizon Properties** - Horizon Properties is a third-party real estate advisory and investment firm specializing in leasing and local management of commercial properties throughout the State of Florida. NorthStar Security currently provides commercial security services to over 20 of the properties that they manage throughout the State of Florida.
  - **Services Provided:** Unarmed commercial security services, armed commercial security services, Loss prevention services, Roving vehicle and golf cart patrol services.





## REFERENCES

- ★ **D.R. Horton Homes**  
1245 South Military Trail  
Deerfield Beach, Florida 33442  
Contact: Mr. Jose Benitez  
Telephone # (954) 734-9517
  
- ★ **Horizon Properties**  
8532 SW 8th Street  
Miami, Florida 33144  
Contact: Frank Robertson  
Telephone # (305) 328-5056
  
- ★ **The Shopping Center Group**  
5201 Blue Lagoon Drive  
Miami, Florida 33126  
Contact: Frescia Fernandez  
Telephone # (786) 270-3510
  
- ★ **Vitamin C Communications**  
1749 NE Miami Ct.  
Miami, Florida 33132  
Contact: Javi Zayas  
Telephone # (305) 318-6738







## SERVICES OFFERED

### We offer a wide array of services including:

- ★ Uniformed Security Officers
- ★ Plain Clothed Security Officers
- ★ Armed or Unarmed Guards
- ★ Permanent, Temporary, or Seasonal Guards
- ★ Executive/Celebrity Protection
- ★ Vehicle Patrol
- ★ Golf Cart/All-Terrain Vehicle Patrol
- ★ Bicycle Patrol
- ★ S.W.A.T. (Special Weapons & Tactics Team)



### Industries Served:

- ★ Residential Communities
- ★ Commercial Real Estate
- ★ Government Facilities
- ★ Maritime
- ★ Industrial Plants
- ★ Construction Sites
- ★ Chemical & Petrochemical
- ★ Healthcare Facilities
- ★ Colleges & Universities
- ★ Financial Institutions
- ★ Government Facilities
- ★ Shopping Centers
- ★ Cultural Institutions
- ★ Special Event Security





## **FINANCIAL INFORMATION**

NorthStar Security's financial strength is a key factor in being able to provide unmatched quality service in the industry. NorthStar's executive leadership by choice has decided to remain as a mid-level security service provider and does not strive to be the largest security services provider. Rather, we choose to leverage our exceptional quality and financial strength to overpower security organizations that lack in areas of quality and financial independence. A security firm's financial strength is a key indicator in their ability to sustain quality personnel and equipment in the future. It provides the client greater confidence regarding the security service provider's ability to make payroll 100% of the time. Financial strength also allows NorthStar to re-invest in the areas that matter most, in its employees.

NorthStar Security's annual revenues are approximately \$5 million. Additionally, NorthStar has exceptional financial stability, maintains the company debt free, and maintains approximately \$2 million in available cash flow for working capital. This is an important indicator as to a company's ability to sustain turbulent times in the future. For this reason, NorthStar elects to re-invest their operating profit organically into the organization allowing us to provide our own working capital, debt free, for our continued growth and sustainability.

Our financial strength means that the CITY OF KEY WEST (PORT AUTHORITY) can expect NorthStar Security to:

- ★ Continue to invest in employee benefit programs yielding the lowest security guard turn-over rate in the industry
- ★ Continue to hire the most qualified personnel while offering salaries above the industry norm
- ★ Increase our vehicle and transportation fleet to better accommodate our client's demands
- ★ Provide the CITY OF KEY WEST (PORT AUTHORITY) with peace of mind that our employee payroll will always be provided to our employees on-time, 100% of the time
- ★ Increase our training programs at no cost to our employees. This will provide the CITY OF KEY WEST (PORT AUTHORITY) with happier, better trained security guards for the CITY OF KEY WEST (PORT AUTHORITY) assignment







## **PROGRAM MANAGEMENT**

### **CITY OF KEY WEST (PORT AUTHORITY) Management & Supervision**

At NorthStar Security, our management team is an intricate component of the services we offer. Our management team represents all that we strive to achieve and is the leadership of this organization. We believe that only through leadership and by example can we pave the way for all employees. At NorthStar Security, our management staff has undergone the most scrutinizing training and testing amongst any of our employees. As managers, they are expected to instinctually possess all of NorthStar's quality principles and discipline. Additionally, all manager candidates must first demonstrate that they can excel at all of their subordinate positions before they are awarded the title and responsibility of a manager.

What strengthens the efficiency of our security operations and assures you of our staff's superior performance is our around-the-clock supervision. The CITY OF KEY WEST (PORT AUTHORITY) will be assigned an on-duty Quality Control Supervisor 24 hours a day ensuring that any emergencies or specific requests that may arise are handled efficiently and promptly. They will also ensure that our quality promise to the CITY OF KEY WEST (PORT AUTHORITY) is being upheld through random surprise inspections and monitoring of the CITY OF KEY WEST (PORT AUTHORITY) assigned security supervisors. This supervisor is sent directly from our corporate headquarters and is in addition to the shift supervisor already on-site for the CITY OF KEY WEST (PORT AUTHORITY). This is a roving supervisor that works in unison with our shift supervisor and our operations dispatcher to ensure all security guard activity is coordinated in the most efficient manner. This additional supervisory redundancy will be offered free of charge to the CITY OF KEY WEST (PORT AUTHORITY).

In addition, all of our guards are equipped with radio communication devices which allow direct communication with their supervisors and with our 24-hour dispatch center.

### **CITY OF KEY WEST (PORT AUTHORITY) Client Support**

NorthStar Security's normal office hours are Monday through Friday, 8:30 a.m. to 5:30 p.m. However, we understand that the CITY OF KEY WEST (PORT AUTHORITY) requirements do not have office hours. For this reason, we have created our NorthStar Direct Response System (NDR System), whereby we offer 24/7 live client



support to ensure that the CITY OF KEY WEST (PORT AUTHORITY) requests and/or concerns are always addressed, real-time!

This service is different than the standard security companies dispatch service. Our NDR System is a network of full-time Account Managers, trained in all of the CITY OF KEY WEST (PORT AUTHORITY) account specifics, in order to provide the CITY OF KEY WEST (PORT AUTHORITY) with the same level of service that they would receive during office hours at any time of day or night. We will provide the CITY OF KEY WEST (PORT AUTHORITY) with an afterhours telephone number dedicated only to your account so that you can always direct-connect to your live NorthStar Account Manager. This Manager will be completely trained on the CITY OF KEY WEST (PORT AUTHORITY) account specifics and ready to provide the CITY OF KEY WEST (PORT AUTHORITY) with the answers and support that they need.

In addition to our NDR System, we provide full-time 24/7 dispatch service handling all security officer communications for all active job sites. This ensures that all officers are always communicating with our corporate headquarters and with their direct supervisors.



## **GUARD RECRUITMENT AND SCREENING**

NorthStar Security will ensure that any and all candidates presented to the CITY OF KEY WEST (PORT AUTHORITY) to work on this assignment have undergone our intensive and detailed recruiting process. No employee, guard or manager will be assigned to the CITY OF KEY WEST (PORT AUTHORITY) unless they have successfully passed all of our examinations. Furthermore, all background check and pre-employment exam records will be available at the request of the CITY OF KEY WEST (PORT AUTHORITY). Our recruitment process for the CITY OF KEY WEST (PORT AUTHORITY) will include the following:

- ★ **Recruitment** – Attracting quality people is a critical component to providing quality security guard services to the CITY OF KEY WEST (PORT AUTHORITY). For this reason, NorthStar will only recruit quality, professional, and disciplined employees that understand and adopt our core values. We strongly believe that if we take care of your employees, they will provide the CITY OF KEY WEST (PORT AUTHORITY) with a higher overall level of service and will provide effective protection to your establishment.



In addition, NorthStar Security is committed to hiring veterans, reservists, and promoting this hiring practice. This practice is an integral part of our recruiting strategy. At NorthStar, we use our leadership, corporate, and customer service training programs to build on their experience and provide advancement opportunities within our organization. Military candidates have varied backgrounds and contribute an unparalleled combination of leadership experience, maturity, and technical expertise to the responsibilities they undertake. Our military spends more on training personnel than many Fortune 500 companies combined. Our country has invested in making them the most highly trained and motivated personnel in the world. Because many of their skills are directly transferable into the business sector, we are able to introduce them into positions and leadership roles within the CITY OF KEY WEST (PORT AUTHORITY) assignment where they can continue to utilize these skills.

Lastly, our recruitment process encompasses some of the most detailed and demanding pre-employment screening in the industry. Before a person is hired for the CITY OF KEY WEST (PORT AUTHORITY), they will be required to undergo an extensive application process including:

- Criminal and Civil Background Check
- Credit Check
- Urine and Blood Drug and Alcohol Testing
- 3-Tier Interview Process
- Comprehensive Personality Assessment
- Psychological Examination





## GUARD TRAINING

NorthStar Security implements over 40 hours of pre-employment training for all new security officers and over 60 hours per year of continual training for all officers including management, regardless of the assignment that they are assigned to. This is the NorthStar standard training regimen for all new and continual employees. Our training exceeds every state mandated training law and incorporates the latest information available in the industry. Our personnel are given instructions on all facets of their duties. Their training begins with the basics in security and continues through the handling of emergencies and various other specializations.

NorthStar Security's training program includes general subjects as well as specialized subjects that relate to a particular industry or type of property. The programs are designed to be entertaining enough to maintain the employee's interests, as well as to provide them with information to protect themselves and our clients. Classroom instruction, video, and several hands-on exercises are utilized to conduct our training.

At NorthStar Security, we take training very seriously. Quality training is essential in our goal to be the best. It is our commitment to learning and development that allows us to provide our customers with knowledgeable and motivated security staffing solutions. No matter where we serve, we strive to be the most responsive security services firm in the industry.

In addition to our standard training, we will tailor each of our training programs specifically to the CITY OF KEY WEST (PORT AUTHORITY)'s post specific requirements. We will ensure that all personnel employed in any position at the CITY OF KEY WEST (PORT AUTHORITY), including Security Officer, Shift Supervisor, Administrative supervisor, and Training Supervisor are trained with the job specifics for the CITY OF KEY WEST (PORT AUTHORITY).

**We will provide all basic personnel working the CITY OF KEY WEST (PORT AUTHORITY) post the following training:**

- ★ 40 hours of pre-employment security training covering the security officer basics including:
  - legal issues and liability; basic emergency first-aid; emergency procedures;
  - ethics and professional conduct; access control; patrol techniques; observation techniques;



- report writing; interview techniques; fire detection and suppression;
- crime and accident prevention techniques; crime and accident scene protection;
- terrorism awareness; public relations; courtroom procedures; defensive tactics;
- interpersonal communications; traffic direction; crowd control
- ★ 10 hours of pre-assignment training which will be used to cover all the CITY OF KEY WEST (PORT AUTHORITY) post orders and specifics, post situational awareness, surrounding area observation, risk assessment and mitigation, and site walk-through
- ★ 10 hours of post-assignment classroom training
- ★ 8 hours of supervised on-the-job training conducted by one of our certified FTS's (Field Training Supervisors)
- ★ 11 monthly sessions per year of in-service training and ongoing on-the-job training

**In addition, we will provide all supervisory positions working the CITY OF KEY WEST (PORT AUTHORITY) the following training:**

- ★ 60 hours of pre-employment security training covering the security officer basics including:
  - legal issues and liability; basic emergency first-aid; emergency procedures;
  - ethics and professional conduct; access control; patrol techniques; observation techniques;
  - report writing; interview techniques; fire detection and suppression;
  - crime and accident prevention techniques; crime and accident scene protection;
  - terrorism awareness; public relations; courtroom procedures; defensive tactics;
  - interpersonal communications; traffic direction; crowd control
- ★ 16 hours of pre-assignment training which will be used to cover all the CITY OF KEY WEST (PORT AUTHORITY) post orders and specifics, post situational awareness, surrounding area observation, risk assessment and mitigation, and site walk-through
- ★ 16 hours of post-assignment classroom training
- ★ 16 hours of supervised on-the-job training conducted by one of our certified FTS's (Field Training Supervisors)
- ★ 11 monthly sessions per year of in-service training and ongoing on-the-job training
- ★ 80 hours of position specific training for the shift supervisor, training supervisor, and administrative supervisor
- ★ 80 hours of additional supervisory level training consisting of classroom instruction, on-the-job supervisor training, real-life tactical situation training, leadership seminar, and client relations training







## **EMPLOYEE RETENTION AND BENEFITS**

### **Employee Retention**

At NorthStar Security, our people are more than simply employees; we view them as valuable assets and part of our family. We strive every day to empower them to be the very best they can be, so they in turn, perform at the highest level. We work diligently to instill a sense of accountability and discipline ensuring that our team is mentally and physically prepared to protect your establishment. The result of our value system yields a very low turnover rate which enhances our ability to provide personnel that are in tune to your specific and ongoing needs.

Additionally, NorthStar Security offers our employees employment benefits and perks comparable to any of the fortune 500 companies. These benefits are the same that will be offered to the personnel working at the CITY OF KEY WEST (PORT AUTHORITY). These benefits include:

### **Insurance Programs**

<b>Insurance</b>	<b>Highlights</b>
<b>Health</b>	<ul style="list-style-type: none"> <li>★ <b>Comprehensive Major Medical administered by Blue Cross and Blue Shield</b></li> <li>★ <b>Effective the first day of the month following three months of continuous service</b></li> <li>★ <b>Flexible copay plans to fit all budgets and No lifetime maximum</b></li> <li>★ <b>Complies with the upcoming Patient Protection and Affordable Care Act – (Obama Care)</b></li> </ul>
<b>Prescriptions</b>	<ul style="list-style-type: none"> <li>★ <b>No Deductibles</b></li> </ul>
<b>Life</b>	<ul style="list-style-type: none"> <li>★ <b>\$20,000 in Life Insurance</b></li> <li>★ <b>AD&amp;D is provided at no cost to the employee</b></li> </ul>
<b>Accidental Death and Dismemberment Insurance</b>	<ul style="list-style-type: none"> <li>★ <b>Optional \$5,000 in occupational accidental death and dismemberment insurance</b></li> </ul>
<b>Aflac Hospital Insurance</b>	<ul style="list-style-type: none"> <li>★ <b>Provides cash for medical expenses and out-of-pocket expenses while in a hospital</b></li> <li>★ <b>No deductibles or precertification</b></li> <li>★ <b>Covers employee at any hospital they select</b></li> </ul>
<b>Aflac Accident Insurance</b>	<ul style="list-style-type: none"> <li>★ <b>Provides cash for medical expenses and out-of-pocket expenses in the case of a qualifying accident</b></li> <li>★ <b>Covers emergency treatment, hospital stays and medical exams, and transportation and lodging needs.</b></li> </ul>
<b>Aflac Cancer Insurance</b>	<ul style="list-style-type: none"> <li>★ <b>Provides employee with a pre-established amount if they or another covered person is diagnosed with cancer. Includes living expenses and extended hospital stays.</b></li> </ul>



## **Retirement Plans**

NorthStar Security offers qualified employees a company matching 401(k) plan managed through Vanguard.

- ★ Employee may contribute a pre-established percent of their compensation on a pre-tax basis
- ★ Company matches a pre-established percent of their yearly contribution
- ★ We offer a diversified fund lineup with no minimum initial investment that has delivered solid long-term investment results
- ★ Employees may take loans from their 401(k) plan and repay them through payroll deductions that they can afford

## **Employee Assistance Program**

NorthStar offers its employees many assistant programs providing confidential assessments, counseling, and treatment options. The assistant programs include:

- ★ Marriage Counseling
- ★ Stress
- ★ Alcohol and Substance Abuse
- ★ Divorce Counseling
- ★ Financial Hardship
- ★ Credit Counseling
- ★ Mental Health
- ★ Depression

## **Tuition Assistance**

NorthStar believes that knowledge is power and an educated security officer will provide higher quality to the company's clients. As such, NorthStar provides tuition assistance to qualified security personnel for job-related courses taught by an accredited higher learning institution.

## **Payroll Direct Deposit**

NorthStar Security offers payroll direct deposit as a convenience for its employees.





## Employee Recognition Awards

NorthStar Protection believes in recognizing the outstanding achievement of its employees. As such, awards may be given to mark a variety of events.

Award	Description
Employee of the Month	★ Presented in recognition of outstanding service and initiative. This award is presented through a supervisor and employee nomination process.
Long Service Award	★ Presented for employees that have been with NorthStar for over 5 years. Awards vary based on length of time in-service and employee conduct standing.
Completion of Training	★ Awarded for the successful completion of job-related training.
Suggestion Schemes	★ Awarded to employees who take an initiative and recommend a process or service improvement that gets adopted by the organization.
Retirement	★ Presented to an employee when they embark on their retirement.

## Beyond the Basics

NorthStar offers qualified employees “Beyond the Basics” benefits to show our appreciation in their outstanding service and assist them with extra-curricular activities. These programs consist of:

- ★ Maternity benefits
- ★ Employee referral program
- ★ New customer referral program
- ★ Gift matching program to non-profit organizations fighting for a cause
- ★ Adoption assistance
- ★ Financial planning classes
- ★ Basic computer software classes
- ★ Free monthly raffles (for dance classes, entertainment, dining, etc...)

## Full-Time Vs. Part-Time Employees

NorthStar utilizes a combination of full-time and part-time employees. Full-time employees are defined as employees who work in excess of 32 hours per week.

While part-time employees do not qualify to fully participate in all of our fringe benefits programs, they will be paid similar wages and are eligible to participate in the limited health medical program, employee recognition programs, and “beyond the basics” program.





## **HUMAN RESOURCES & PAYROLL**

NorthStar Security operates in a very labor-intensive industry and understands that in order to continue to provide exceptional quality to our clients, we must streamline several Human Resource and Payroll functions. We are careful in partnering with a third party payroll provider that adhere to our human resource policies and have built-in redundancies to ensure ongoing compliance. All phases of the recruiting, screening, and training process are integrated into our Human Resource computer module to ensure no step is missed. In addition, our Human Resources module will not “activate” an employee for an assignment unless all pre-employment modules have been completed, reviewed, and signed-off on.

### **Pre-Employment Screening**

NorthStar requires that all potential employees undergo an extensive background check and pre-employment screening before they are hired. This process is conducted by our in-house investigative division and takes place in our corporate offices in Downtown Miami Florida. Due to the critical nature of this process and for confidentiality reasons, NorthStar does not entrust any third party providers with the supervision of this process.

### **Training Compliance**

Our Human Resource module interacts and interfaces with all training provided by NorthStar Security and/or outside sources. All employee training is initiated, tracked, and monitored by our training module which provides management with notifications when an employee training is due again, and will inactivate an employee if their training is not updated within 30 days of their training completion due date. This is another way that NorthStar ensures that the quality training and guards that we are providing are second to none.

### **Payroll**

NorthStar Security employs the services of a Payroll Solutions provider for our entire employee payroll. Our Human Resource module maintains our time and attendance, which then interfaces with ADP to provide an accurate and timely reporting of all hours worked. Utilizing an industry proven provider like ADP ensures that NorthStar provides its employees with payroll on-time, accurately, and compliant with all state and federal payroll regulations.



## **Employee Paid Time Off**

NorthStar Security provides its full-time employees and some eligible part-time employees with Paid Time Off (“PTO”) each year as a way to express our appreciation and a way to renew and refresh our employees. Because our business is continuous and year long, NorthStar Security grants PTO at times that are most suitable for our business conditions and to limit PTO during our busy season.

**Accrued PTO:** All employees accrue 2 hours of PTO per month of employment after they have successfully completed their introductory period. The accrual of these hours is not eligible to be rolled over and will expire at the conclusion of the calendar year in which they were earned. Accrued PTO is usually utilized for employees when they unexpectedly require time off from work for personal reasons or illness.

**Regular PTO:** In addition, full-time employees become eligible for 10 days (80 hours) of PTO per calendar year after 12 months of continuous employment with NorthStar Security. After 36 months of continuous employment, employees become eligible for 15 days (120 hours) of PTO per calendar year.

Employees must use all regular PTO in the calendar year in which it is granted. It should be scheduled and approved by NorthStar Protection at least three weeks in advance where appropriate. Any unused PTO will be forfeited at the end of each calendar year.

## **Personal Leave**

NorthStar Security may, at its discretion, grant an employee a leave of absence without pay when sufficient personal reasons necessitate such a leave. However, employees are not eligible for a personal leave of absence until they have been continuously employed as full-time employees of NorthStar Security for 12 months.

NorthStar Security may require an employee to provide documentation, such as a doctor’s certification of illness or disability, supporting the employee’s need for a leave of absence, and NorthStar Security may periodically require the employee to provide such supporting documentation on basis during the leave of absence. Prior to or upon an employee’s return to work from a leave of absence, NorthStar Security may also require the employee to provide documentation establishing the employee’s ability to return to work.

NorthStar Security reserves the right to determine the duration of the leave of absence, but no leave of absence shall exceed 12 weeks. If an employee fails to return to work immediately after his or her leave of absence expires, the employee will be considered to have voluntarily resigned his or her position with NorthStar Security.



Employees may continue their health insurance benefits while on a leave of absence by paying the full cost of the employee portion of their premium to remain covered each month during the leave. Employees who wish to continue their insurance coverage should so advise the Human Resource Office before beginning their leave.

Leaves of absence will be without pay except that employees may be required to use any accrued paid time off during a leave. While on a leave of absence, employees will not accrue additional paid time off. Employees may be eligible for benefits during a leave under NorthStar Security's short-term and long-term disability plans.

Because operations sometimes require that vacant positions be filled, a leave of absence does not guarantee that the employee's job will be available when the employee returns from a leave. NorthStar Security will, however, make an effort to place the employee in their previous position or a comparable job which they are qualified to perform. If no such position is available, they may be eligible for rehire as a new employee if they apply for an available position for which they are qualified and if their prior work history warrants their rehire.

### **Bereavement Leave**

NorthStar Security will provide up to three days (3) of paid bereavement leave for an employee upon the death of an immediate family member. For purposes of this policy, "immediate family" is defined as the employee's or the employee's spouse's parents, siblings, children, grandparents, grandchildren, or the employee's spouse.

### **Jury-Duty Leave**

Employees who are called for jury duty will be granted time off with pay to perform this civic duty. In order to be paid for Jury Leave, an employee must provide his or her supervisor with the jury summons and a note from the Clerk of the Court indicating the times the employee was in court for jury duty. NorthStar Security will pay employees straight time for their regularly scheduled hours of work, minus the compensation they received from the court for their service as jurors.

### **Military Leave**

NorthStar Security will grant employees called into military service an unpaid leave of absence and reemployment rights as provided by the laws of the United States. Employees may use accrued paid time off during a military leave of absence, but are not required to do so.





## **PROJECT DELIVERABLES**

In accordance with the stipulations governing the security industry, NorthStar Security will provide to the CITY OF KEY WEST (PORT AUTHORITY) upon request the following documents:

- ★ **City and County Occupational Licenses**
- ★ **Workers' Compensation Certificate with Required Limits**
- ★ **Comprehensive General Liability Insurance with Required Limits**
- ★ **Commercial Auto Liability Insurance with Required Limits**
- ★ **Professional Licenses**
- ★ **Corporate Documents**



## **INDUSTRY COMPLIANCE**

NorthStar Security and any entity operating as a security guard agency in the State of Florida must comply with all rules, regulations, and Florida Statutes of, and is governed by the Division of Licensing, Florida Department of Agriculture and Consumer Services Division. Therefore, in addition to local and county license requirements, the following licenses are required in order to comply with the State of Florida's security industry regulations and will be furnished to the CITY OF KEY WEST (PORT AUTHORITY) upon request:

- ★ **Class "B" Security Agency License**
- ★ **Class "MB" Security Agency Managers License -or-**
- ★ **Class "M" Security and Investigative Agency Manager License**
- ★ **Class "D" Security Guard License**
- ★ **Class "G" State-Wide Firearms License (If Armed)**







## LEGAL COMPLIANCE

Legal compliance is one of the hallmarks of NorthStar Security and we understand that certain industries require that we take additional steps to maintain your organization's compliance. NorthStar's legal team works diligently to maintain our knowledge of industry specific-regulations that govern security practices, so you can rest assured the services you receive from us are administered in a compliant manner and are legally sound.

In particular, anytime a security officer has an interaction with a patron, they should have received the appropriate training regarding what they can-and-cannot do or say. Any security officer assigned to the CITY OF KEY WEST (PORT AUTHORITY) will have completed 15 hours of pre-assignment training covering the legal aspects relating to the security industry and the CITY OF KEY WEST (PORT AUTHORITY) post in specific.

The specific training received by the security officers assigned to the CITY OF KEY WEST (PORT AUTHORITY) post in conjunction with the backing of NorthStar's Corporate Legal team means there is less of a chance of any legal issues arising from our service to the CITY OF KEY WEST (PORT AUTHORITY).





## **PROGRAM TECHNOLOGY**

### **Computerized Time Clock**

NorthStar Security ensures that all guards in all security assignments are recoding their work hours appropriately and that our company is capturing and billing these hours accordingly. NorthStar will utilize an electronic computerized time-clock system at the CITY OF KEY WEST (PORT AUTHORITY) to assist in reporting all hours worked accurately.

### **Guard Tour Solution**

In addition to the computerized time clock system, as requested by the CITY OF KEY WEST (PORT AUTHORITY), NorthStar Security will utilize the “Deggy” Guard Tour Solution for the CITY OF KEY WEST (PORT AUTHORITY). An electronic guard tour system is an essential tool for any company providing guard services. With a guard tour system, guards can prove exactly when, specifically where and what they inspected at the CITY OF KEY WEST (PORT AUTHORITY). Having a guard tour system will help improve service quality and is an invaluable solution.

### **Motorola Two-Way Radios**

NorthStar Security will issue each security guard assigned to the CITY OF KEY WEST (PORT AUTHORITY) a Motorola Two-Way radio so that they can communicate with the CITY OF KEY WEST (PORT AUTHORITY), their supervisor, and NorthStar’s 24-hour dispatch center.

### **Smart Phones**

In addition to the Motorola Two-Way Radios, NorthStar Security will issue each security guard assigned to the CITY OF KEY WEST (PORT AUTHORITY) a smart phone with full text, email, camera, and telephone capability.

### **Digital Camera**

NorthStar Security will provide the CITY OF KEY WEST (PORT AUTHORITY) Security Site Supervisor with a Sony 15 megapixel digital camera to be used exclusively for the CITY OF KEY WEST (PORT AUTHORITY).







## UNIFORMS AND APPEARANCE

NorthStar Security will issue the following directive to all security officers assigned to the CITY OF KEY WEST (PORT AUTHORITY) regarding the proper wear of their uniform, equipment and our required personal appearance standards. Employees shall adhere to company policies and procedures in the proper wearing of uniform and equipment items, and will maintain a high standard of personal grooming following the guidelines of this directive.

In addition, NorthStar will not charge any employee for their uniforms. However, employees of the company will be responsible for the proper care and use of company uniforms and equipment assigned to or used by them. Employees will promptly report to their supervisor any loss, damage, destruction or defective equipment therein.

### Uniforms and Equipment

#### ★ Employee Responsibility

- Security Officers are issued uniforms and equipment items needed in the performance of their duties. The company provides original and replacement uniforms and equipment items with the exception of certain personal items. Specific allowances are maintained in the individual's Equipment File.
- It is the individual employee's responsibility to provide for the cleaning, repair and upkeep of issued uniforms and equipment items. Employees are required to return to the company all issued uniform and equipment items, cleaned and in good repair, at the termination of their employment.
- Employees may be required to reimburse the company for the replacement of lost, missing or damaged uniforms and equipment items.

#### ★ Male Security Officers' uniform

- Year-round Dress Uniform
  - Pants: Dark blue
  - Short sleeve shirt: Light blue. Company patch will be sewn ½ inch below the shoulder crease on each sleeve. Only white or dark blue undershirts may be worn.
  - Rain Jackets: May be worn with short sleeve shirts, but must be issued by NorthStar Security.
  - Black footgear with black socks. Footgear cannot have any kind of markings or colors on them.
  - Headgear: Dark blue trooper style brim hat with company emblem on brim.
  - Winter coat: Dark blue with company patch on each sleeve, & breast badge patch.

#### ★ Male Field Supervisors' uniform

- Year-round Dress Uniform
  - Pants: Dark blue
  - Long or short sleeve shirt: White. Company patch on each sleeve. Only white undershirts may be worn.
  - Rain Jackets: May be worn with short sleeve shirts, but must be issued by NorthStar Security.
  - Black footgear with black socks. Footgear cannot have any kind of markings or colors on them.



- Headgear: Dark blue trooper style brim hat with company emblem on brim.
- Winter coat: Dark blue with company patch on each sleeve, & breast badge patch.

★ **Female Security Officer's uniform**

- Year-round Dress Uniform
  - Pants: Dark blue
  - Short sleeve shirt: White. Dark blue female necktie. Company patch on each sleeve.
  - Rain Jackets: May be worn with short sleeve shirts, but must be issued by NorthStar Security.
  - Black footgear with black socks. Footgear cannot have any kind of markings or colors on them.
  - Headgear: Dark blue trooper style brim hat with company emblem on brim.
  - Winter coat: Dark blue with company patch on each sleeve, & breast badge patch.

★ **Female Field Supervisors' uniform**

- Year-round Dress Uniform
  - Pants: Dark blue
  - Short sleeve or long sleeve shirt: White. Dark blue female necktie. Company patch on each sleeve.
  - Rain Jackets: May be worn with short sleeve shirts, but must be issued by NorthStar Security.
  - Black footgear with black socks. Footgear cannot have any kind of markings or colors on them.
  - Headgear: Dark blue trooper style brim hat with company emblem on brim.
  - Winter coat: Dark blue with company patch on each sleeve, & breast badge patch.

★ **Exceptions to Uniform Types**

- Shoes
  - Black combat, walking boots or black walking shoes may be worn in place of the black dress shoes.
- Coats: Issued raincoat may be worn during inclement weather.
- Black gloves may be worn during cold or inclement weather.

★ **Wearing of Uniforms**

- The dress uniform is the standard uniform for all uniformed assignments.
- All officers shall wear the proper uniform as designated above and as posted by the Field Commander. The Field Commander will announce uniform changeover through written notice.
- Officers working special event assignments will wear the dress uniform unless instructed otherwise. All uniformed officers working an event or assigned to the day shift shall wear the same dress uniform, either summer or winter, as that of the day shift.
- Uniform headgear is optional for standard guards, and mandatory for supervisors.
- Uniforms will be worn in their entirety as described in this directive and no one piece will be worn without the other parts. No part of issued uniform will be worn with non-issued clothing.

★ **Equipment**

- Utility belt: Unarmed security officers wearing a uniform with the uniform utility belt shall position the following required equipment in the order indicated from the belt buckle clockwise;
  - Issued key ring holder
  - Issued radio case with radio



★ **Portable radio and microphone:**

- Uniformed officers shall wear the portable radio in the issued case in the manner prescribed above.

★ **Uniform Insignia and other Attachments to the Uniform**

- Collar insignia should be positioned as noted on the diagram (see attached).
- Dress uniform hatband: Uniformed supervisors are required to display a silver hatband.
- Security badges will be positioned just above the left uniform pocket and centered.
- Nameplate pins will be above the right breast pocket seam and centered using the button as the center point.
- American Flag Insignia: Uniformed officers shall place the American Flag Insignia above the left breast pocket using the button as the center piece.

★ **Proper Fit and Care of Uniforms**

- Supervisors will randomly inspect individual officers to ensure assigned uniform and equipment items are properly worn and cared for.
- Proper Fit
  - All uniforms should fit properly: neither too tight nor too loose.
  - Tailoring of uniforms is authorized only through the written authorization from NorthStar Security.
  - Headgear will be worn squared or straight on the head, approximately two fingers above the bridge of the nose to the visor, and shall not be cocked on the back of the head or worn in an unprofessional manner.
- Proper Care
  - Uniforms shall be cleaned and pressed.  
The proper care of uniforms is the responsibility of the employee.  
Shoes and boots shall be clean, in good repair and shined.
  - Headgear shall be cleaned and in good repair.
  - Leather equipment shall be cleaned and polished.
  - All issued equipment shall be kept clean and in good repair.

★ **Attire for Officers in Plain Clothes**

- Officers assigned to administrative or investigative duties shall wear proper business casual attire when on duty.

★ **Standards of Personal Appearance for Uniformed Personnel**

- Facial Hair: The face will be clean shaven except that mustaches are permitted. When a mustache is worn, it will be kept neatly trimmed and may not extend below the corner of the mouth. Goatees and beards are not authorized. Beards are permitted only if a medical recommendation has been submitted with the approval of the Field Commander.
- Male hairstyles: When the officer is standing erect, the length of his hair shall not extend below the top of the shirt collar or over the outer edge of the ear. It may be neatly boxed, layered, or tapered. Hair on the forehead shall not visibly protrude from under the headband of issued headgear. Sideburns are allowed to extend to the bottom of the ear opening with no flare, and should not be so full as to hide the ears from the front.
- Female hairstyles: When the officer is standing erect, her hair shall be arranged so as to not extend beyond the bottom of the shirt collar. Hair on the forehead shall not visibly protrude from under the headband of issued headgear.
- Security personnel, while wearing the uniform, shall not exhibit unnatural hair colors or styles other than due to natural or medical reasons.





## **QUALITY ASSURANCE**

Quality Assurance (QA) is one of the most important roles within our management staff. Because of this, NorthStar employs three full-time roving supervisors whose sole responsibility is to ensure that the service product being delivered in the field adheres to the extremely high quality standards established by our executive leadership. NorthStar will deploy three quality control supervisors (one each shift) free of charge to monitor and ensure that the CITY OF KEY WEST (PORT AUTHORITY) is receiving the exceptional quality service that is expected.

In addition, our quality assurance department spends significant time in our main office performing internal compliance audits with our established procedures. Quality Assurance ensures that that time-tested procedures are being adhered to in the performance of our service.



## **SAFETY AND FIRST AID**

All security officers employed by NorthStar Security will be required to complete our safety and first responder training before they are assigned to the CITY OF KEY WEST (PORT AUTHORITY). Every one of our guards are expected to be proficient and certified as a first responder so that they may respond in the event of a sick or injured patron at the CITY OF KEY WEST (PORT AUTHORITY).

Our first responder courses cover cardiopulmonary resuscitation (CPR), automated external defibrillator usage, spinal and bone fracture immobilization, oxygen, emergency childbirth, and advanced first aid. Typically during an emergency, our security officer will be the first on scene. Therefore, our officers are expected to have the knowledge, training, and certification required to assist a person in need. The security officer may be summoned to: provide emergency care first on the scene; support Emergency Medical Technicians and Paramedics; assess patients; take vital signs; provide treatment for trauma and medical emergencies; perform CPR; use an Automated external defibrillator; immobilize bone fractures and spinal injuries; administer oxygen and maintain an open airway through suctioning and airway adjuncts; assist in emergency childbirth.





## **TRANSITION PLAN**

We realize the transition from your present security service provider to NorthStar Security can seemingly present some challenges. Changing contract security firms can be filled with uncertainties, distractions, or interruptions. However, NorthStar has the resources and experienced management personnel to effect a smooth, transparent, and efficient transition without gaps in coverage. Moreover, as a current security service provider of numerous local, state, and federal agencies throughout the State of Florida, we are in a unique and favorable position to successfully manage this transition phase.

Our management team will begin the transition planning four weeks before the service start date. However, should you need us to start our services sooner, we are prepared with the infrastructure in place to accommodate this requirement.

Our transition team consists of the following personnel:

- ★ Rafael Aguilar - Field Commander
- ★ Daniel Pou - Chief Business Development Officer
- ★ Erick Rodriguez - Director of Client Relations
- ★ Albert San Pedro - Field Director
- ★ Kenneth Jackson - Quality Control Field Captain

Overall responsibility for the transition phase will be with Mr. Rafael Aguilar, President of NorthStar Security. Rafael will work closely with the CITY OF KEY WEST (PORT AUTHORITY) to maintain an efficient and coordinated effort throughout all phases. Other personnel will be indirectly involved through recruiting, hiring, and background investigations. We will begin our transition procedure immediately upon being awarded the CITY OF KEY WEST (PORT AUTHORITY) contract.





The following is an overview of our transition phase:

When	Task to Complete
4 Weeks to Commencement	<ul style="list-style-type: none"> <li>★ Introduce the transition team to the CITY OF KEY WEST (PORT AUTHORITY) management</li> <li>★ Evaluate existing security officers, determine staffing need</li> <li>★ Recruit existing personnel</li> <li>★ Recruit new personnel</li> <li>★ Complete an additional detailed tour of the premises that will be securing</li> </ul>
3 Weeks to Commencement	<ul style="list-style-type: none"> <li>★ Interview qualified candidates</li> <li>★ Complete pre-employment screening on all officers</li> <li>★ Present offers of employment to existing and new security officers</li> <li>★ Complete training programs, prepare post orders, develop emergency procedures</li> <li>★ Begin the 40 hour pre-employment training for all guards</li> </ul>
2 Weeks to Commencement	<ul style="list-style-type: none"> <li>★ Begin NorthStar orientation training for officers selected to the CITY OF KEY WEST (PORT AUTHORITY) assignment</li> <li>★ Train and certify all security officers selected for the CITY OF KEY WEST (PORT AUTHORITY) assignment as a First Responder</li> <li>★ Submit post instructions and on-the-job training outline to the CITY OF KEY WEST (PORT AUTHORITY) for approval</li> <li>★ Order uniforms and equipment</li> <li>★ Train all supervisory staff that will be assigned to the CITY OF KEY WEST (PORT AUTHORITY)</li> </ul>
1 Week to Commencement	<ul style="list-style-type: none"> <li>★ Complete all security officer training</li> <li>★ Complete all security supervisor training</li> <li>★ Make any final changes to post orders and on-the-job training programs</li> <li>★ Create master officer and supervisor work schedules</li> <li>★ Have all post orders, OJT, and personnel signed off by the Quality Assurance Department</li> <li>★ Issue Uniforms and Equipment</li> <li>★ Place all new equipment on the CITY OF KEY WEST (PORT AUTHORITY) Post</li> </ul>
Service Start	<ul style="list-style-type: none"> <li>★ Commence on-the-job training</li> <li>★ Assign officers that remain from the old contract together with new hires to monitor first shift performance</li> <li>★ Modify post orders and training programs if necessary</li> <li>★ Continue recruiting efforts to replace any officers who do not meet standards</li> <li>★ Follow-up on meetings with management for any perceived problems</li> </ul>





## **SUMMARY AND CONCLUSION**

NorthStar Security will offer the CITY OF KEY WEST (PORT AUTHORITY) exceptional service with TOP QUALITY as our primary focus. In our quest to remain as the top quality service provider in Florida, we will provide the CITY OF KEY WEST (PORT AUTHORITY) with highly trained security officers and supervisors, not your typical bouncer or minimum wage security guard that is usually provided by other security firms.

In addition, the CITY OF KEY WEST (PORT AUTHORITY) will benefit from the quickest response in the industry to any of their requests. This response will typically be from a business owner with the capacity and authority to assess the current needs, take immediate action, and remedy the situation on the spot. Our executive team has instilled in each staff member the core values needed to propel our company to the next level. Our business philosophy places your needs first, and ensures that the quality of work being offered is unmatched by any of our competitors.

NorthStar understands all of the decisions that choosing a security guard company involve. This is why we believe that by carefully listening to our client from the onset, and understanding exactly what services they are looking for is the surest way of maintaining optimal communication and getting it right the first time.

Please take the time to read through this material as it will help you make the most of our services. If you have any questions or need clarification on any portion of our material, please feel free to contact me directly. We strive to develop a partnership with every client and are looking forward to the possibility of entering into a partnership with your organization.

Thank you for your time and for considering NorthStar Security for your protection needs!

Sincerely,

Rafael Aguilar Jr.  
President, Chief Security Officer  
NorthStar Security, Inc.







## APPENDIX A: NORTHSTAR FACT SHEET

### Key Information

Corporate Office	172 W. Flagler Street, Ste 330 Miami, Florida 33130
Local Office	422 Fleming Street Key West, Florida 33040
Company Type	Private
Location Type	Miami, Florida - Headquarters
Geography Served	Florida, Georgia, North Carolina, Peru
Primary Industry	1563: Security Guard Services
Primary NAICS Code	561612: Security Guard and Patrol Services

### Key Numbers

Year-End	December
1-Year Sales Growth	11.5%
Total Employees	410
1-Year Employee Growth	19.5%
1-Year Employee Turnover	3.6%

### Key People

Rafael Aguilar Jr.	President and Chief Security Officer
Luis Requejo	CEO
Jorge Calzadilla	SVP and CFO
Daniel Pou	SVP and Chief Development Officer





