



# THE CITY'S FINEST

## Cover Letter & RFP Response

Prepared for: Holly Hills Special Business District

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## Cover Letter

The City's Finest, LLC (TCF) was founded by Charles Betts in 2007. Charles is a former St. Louis Metropolitan Police Officer, and retired following an on-duty injury in 2014. He has an extensive law enforcement background with assignments as a Patrol Officer within the 9th District, an undercover Gang Detective with the Central Patrol Detective Bureau and last assigned as a Homicide Detective within the Homicide Section. Charles received numerous awards during his law enforcement career including two Chief's Letter's of Commendation, seven-time Police Officer of the Month for the 9th District and was Police Officer of the Year for the 9th District in 2007.

TCF was founded due to the lack of accountability and innovation within the region's supplemental law enforcement and security market. Charles felt there was a better way to patrol and address the various crime problems throughout the city. TCF deployed one of the first secondary police mountain bike patrols within the City of St. Louis. His team focused on community policing tactics, helping to transform the "Forest Park Southeast Neighborhood" and "The Grove" from a gang/drug ridden neighborhood into the thriving neighborhood of today. Charles introduced a level of accountability to his customers that had never been seen before through the use of technology. GPS tracking, in-car cameras, private radio networks, GPS verified billing timesheets, biometric time-clocks and digital reporting helped set TCF apart from the competition. In addition, Charles created a Crime Analysis Division, a Police Mountain Bike Training Team and a multi-level management team comprised of civilian and law enforcement employees. Today, TCF has amassed a team of over 150 Police Officers and often has more Police Officers on the streets than some SLMPD Districts. TCF is a true force-multiplier for the SLMPD and we are proud of the work our Police Officers do on a daily basis.

Camera technology is an essential part of helping law enforcement improve their overall effectiveness and efficiency while allowing customers to have situational awareness of their interests. Understanding this, in 2012 Charles formed TCF's camera division. The division's focus is to consult with our clients to implement quality, enterprise level, IP surveillance camera systems that provide law enforcement agencies with excellent video images that can be used in both real-time and historical investigations. TCF has successfully helped organizations such as The Central West End, Downtown CID, The Grove CID and the St. Louis Housing Authority build extensive camera networks that have helped the SLMPD solve countless criminal incidents. In addition, a majority of our camera systems are tied into the SLMPD's Real Time Crime Center.

In 2016, Charles noticed the beginning stages of the decline in available secondary police resources and rising demand for supplemental law enforcement services. The market of affordable secondary police services was beginning to diminish as basic supply/demand principles caused overall costs for services to dramatically increase. In an effort to offer a variety of physical security options and price points for both current and future clients, Charles formed TCF's Security Officer and Watchman divisions. Although Security Officers and Watchman lack the same experience or powers as law enforcement officers, they still provide a highly visible security presence that helps to deter criminal incidents. Today, TCF has amassed a team of over 100 Security Officers and Watchman, providing an economical alternative to our law enforcement services. We deploy these alternative security resources to various customers including the Central West End, The Grove, Downtown, DeBaliviere, East Loop and Soulard neighborhoods.

Over the past 18 years, TCF has evolved into one of the largest and most respected security companies in our region. We do our best to maintain transparency and accountability with our clients. We do this through the use of the latest technology and an experienced management staff. We are a full-service security company providing a variety of innovative security solutions utilizing off-duty Law Enforcement Officers, Security Officers, Safety Ambassadors and camera technology. Many companies and organizations continue to attempt to mimic our services, but none provide the accountability, customer service or results that The City's Finest, LLC has consistently delivered since 2007.



## Company Qualifications and Experience

The City' Finest, LLC has been providing supplemental law enforcement and security officer services to neighborhood Special Business Districts and Community Improvement Districts since 2007. TCF is by far the largest security provider for this client segment in our region. TCF has vast operational experience when dealing with taxing districts and we understand the unique requirements surrounding transparency and accountability of these entities. TCF utilizes numerous technologies plus an extensive management team to deliver unmatched service that can be audited by third parties with ease. TCF was the first security company in our region to utilize GPS technology, biometric time clocks, digital reporting and in-car camera systems. These systems help taxing districts ensure their tax dollars are being utilized responsibly. Many companies attempt to copy our systems, but our customers will attest to why we are the "go-to" security provider for taxing districts in our region.

Some of our current SBD and CID clients include:

- CWE North SBD
- CWE South SBD
- CWE Southeast SBD
- Westminster Lake SBD
- Washington Place SBD
- St. Louis Hills SBD
- DeBaliviere Place SBD
- Soulard SBD
- Gardenside SBD
- Tower Grove South SBD
- Euclid South CID
- North Euclid CID
- East Loop CID
- The Grove CID
- Downtown CID

References are provided at the conclusion of this RFP response.





## Description of Services

### Activity 1 (Regular Security Patrols)

TCF has extensive experience in the field of conducting neighborhood patrols and we meet or exceed all the requirements listed within this section of the RFP. We are a fully licensed and insured security company approved to do business operations throughout the State of Missouri, specifically the City of St. Louis and St. Louis County.

TCF's Law Enforcement Officers and Security Officers are all licensed with the St. Louis City and County Secondary Employment Division to provide security related services. All our Law Enforcement Officers are clad in their department uniforms and equipment. Our Security Officers are clad in our company uniforms and equipment, all of which have been approved for use by the St. Louis City and County Private Security Division. While patrolling our Law Enforcement and Security Officers utilize TCF company vehicles which are marked with "Police" or "Security" logos and emergency lighting. All TCF vehicles are equipped with law enforcement grade GPS and In-Car Camera systems that allow for live and historical monitoring of all patrol activities. In addition, all our vehicles are outfitted with our internal radio system, allowing for quick communication with our on duty assets. All TCF Officers utilize our proprietary mobile reporting platform to document shift actives and major incidents. This mobile reporting platform also serves as a communication tool that instantly notifies our clients of any major incidents our Officers encounter during a shift.

TCF assigns a project manager to each of contact areas to ensure our clients needs and expectations are met. Our project managers and upper management teams are available at all times to address any need our customers have. We regularly attend community and taxing district board meetings in an effort to address questions or concerns of the community and their associated boards. We provide monthly summary reports and crime data specific to your taxing district in order to help the taxing district make informed decisions on patrol strategy. These reports include monthly and annual budget usage, custom crime data reports, summary of activities by supplemental officers and summaries of any SLMPD incidents or trends that may impact a customer's taxing district.

Our administration team maintains all licensing and training records for all our officers. The admin staff verifies each law enforcement officer is in good standing with their department and approved to work secondary employment with the St. Louis Security Licensing Division when applicable. Security Officer criminal record checks, drug tests and firearm certifications and licensing are also monitored to ensure our staff is in full compliance with local, state and federal regulations. We also provide additional training to a variety of our security staff.

The City's Finest, LLC deploys hundreds of Officers each week, working thousands of hours each month within numerous taxing districts throughout the City of St. Louis. We have officers deployed 24/7 and are more than capable of handling any scheduling needs our clients request. Overnight shifts are the most challenging to staff, but TCF has helped our clients design a variety of patrol strategies to consistently address those needs.

If selected to provide services for the Holly Hills SBD, TCF Management will review your current patrol strategy, analyze historical crime data including time of day/day of week data, listen to your likes and dislikes surrounding your current security company's performance and take in feedback from your community. Using that information we will help your SBD design an updated patrol strategy. Patrol schedules will be developed, patrol officers will be issued post orders listing objectives for their shifts to help them better patrol. Officers will conduct lighting surveys, monitor alleyways and streets for suspicious activity and other community policing tactics. They will do their best to prevent person and property crimes through visibility. Coordination with on-duty SLMPD Officers will be a priority. Our management team will work closely with the SBD board to communicate progress while ensuring TCF is meeting the SBD's expectations. This is nothing new to us, we do it successfully every day in numerous other taxing districts throughout the city.



## Description of Services

### Activity 2 (Carondelet Park Security Patrols)

TCF has an extensive security officer staff that will easily address all the needs surrounding this section of the RFP. Some of these security officers are existing Park Rangers within the City of St. Louis, and may be perfect for these duties. Additionally, TCF patrol officer described in Activity 1 could assist in some of the operations needed in Activity 2 if/when the patrol schedule overlaps.

If a dedicated patrol is needed for Activity 2, TCF would deploy a licensed and uniformed security officer in a marked TCF security vehicle to respond to the park at opening and closing hours. During the morning hours the TCF Security Officer would open the gates and conduct a patrol of the park looking for anything unusual such as possible vandalism, criminal activity, homeless encampments, storm damage, etc. They will document any findings using TCF's mobile reporting platform and report any activities to law enforcement or other appropriate city agencies. During closing hours the security officer will patrol the park prior to closing with the vehicle's emergency lights activated for high visibility. The Officers would professionally clear the park of vehicles and pedestrians and then secure the gates in accordance with the SBD's guidelines. If the Officer encounters any subjects that refuse to leave, or identifies any concerning activity, the Officer request assistance from the SLMPD via 911 or through TCF's radio network.

## Personnel and Training

The City' Finest, LLC has hundreds of law enforcement and security professionals on our staff, but we understand some officers are better suited for certain positions than others. Our goal would be to recruit and retain a small group of highly motivated law enforcement and security staff that knows your neighborhood well. This familiarity of your neighborhood, either by living or working within or near the boundaries of your SBD is beneficial on many levels. Additionally, maintaining a small group of Officers helps them understand the expectations and needs of the SBD on a more consistent basis. Historically, Officers enjoy working in neighborhoods like the Holly Hills SBD, so we anticipate little issues with recruiting quality staff, and hopefully some resident officers. Until we understand the security budget and desired patrol schedule, we are unable to provide an estimate on the number of staff that will be assigned to the SBD.

TCF is known throughout the local law enforcement and security community as having very high standards. TCF compensates our Officers very well, in fact, we are one of the highest paying security companies in our region. High pay is part of our recruitment and retention efforts, but Officers know they are expected to help TCF produce results for our customers. Results come in all fashions, but what we expect most is professionalism at all times during interactions with the community, appearance and while patrolling.

All TCF Officers receive several hours of training when they are hired with the company to familiarize them with our internal systems, patrol areas and expectations. We actively monitor their use of our systems and their patrol performance, administering remedial training when necessary.

Our law enforcement officers receive an abundance of additional training through their departments, so there is little additional training that we need to provide to them. Select security officers receive advanced communication, deescalation, less-than-lethal and firearms training through our training partners.



## Technology & Reporting

Since TCF's inception in 2007, technology has been an integral part of our operations. We were the first company in our region to outfit all of our Officers with GPS devices for purposes of accountability to our customers. We were the first company in our region to utilize a biometric time clock system to help validate officers were present. We were the first company in our region to design and build a proprietary digital reporting system. We were also the first company in our region to implement in-car camera systems to help protect our officers and the company as a whole. TCF is leader in technology and we strongly believe it is a necessary part of our operations.

Our custom built mobile reporting system utilizes smart phone and GPS technology to provide an easy to use interface for our officers to clock-in and out and document their patrol activities. Additionally, our reporting system provides our officers with a means of communication with clients, maps of patrol areas, their activity within a patrol area, post orders and other important information. We have also added a guard tour function that allows us to set-up check points within a contract area. The client portal of our reporting system allows our clients to see GPS data associated with an officer's patrol, activity reports and extract statistical data or crime data all on demand. Additionally, the system instantly notifies clients when an officer reports a major incident.

TCF's Vehicle fleet is well known due to our professional appearance. We have been featured on numerous news stories over the years and we receive countless compliments on the fleet. We currently have 23 vehicles that are designated for specific police, security and supervisory roles. We do our best to keep our fleet modern, actively purchasing 2-3 new vehicles every year to replenish older vehicles while expanding our overall footprint. All our vehicles are professionally marked and outfitted with law enforcement or security lighting.

All TCF vehicles contain our in-car camera system with an integrated GPS system. The advanced professional level camera system allows TCF to conduct audits of our officers patrols with ease. The system notifies TCF Management of excessive speed, harsh braking, possible crashes, phone usage while driving, extended idle times and other key metrics to help us monitor officer activity. This system also links into the vehicle's diagnostic system to help us more efficiently maintain our vehicles and identify issues such as check engine lights, low tire pressure, low fuel, etc. If the system identified any dangerous driving activity or extended idle times, TCF management receives an email and text alert which allows us to review instantly.

Over the last year, TCF has been deploying an advanced digital radio network in all our vehicles. This allows TCF Management to communicate directly with our officers in an efficient manner. The system also allows officers to notify TCF Management of an emergency with a touch of a button, similar to police department radio systems.

Managing our employee schedules while ensuring transparency and accuracy with our clients is extremely important to TCF. Due to our extensive experience in working with taxing districts we understand the fiscal responsibility that is placed upon a taxing district's board. We have invested heavily in technology and designed specific multi-level review and invoicing processes that bring peace of mind to all our customers. If we bill you for a shift, you can trust that our employees were present and any audits conducted by third parties will be executed with ease.

Our online scheduling system allows our employees to access their schedules with ease from any computer or smart device. From an administrative view, our scheduling system allows for complete situational awareness as to employee schedules, open shifts and if an employee has not arrived for a shift. Our customer scheduling portal allows our customers to have complete autonomy, providing unrestricted viewing of their specific patrol schedules on demand from any computer or smart device.



During the shift approval and invoicing process TCF utilizes two managers that review all clock punches, shift reports and GPS vapor trails. This multi-level approval process is extremely time consuming but ensures that our timesheets are accurate and that the employees that worked met the expectations of our customers. If the employee's shift does not meet customer or TCF standards then the customer is not billed for the shift or may see a reduced billing amount for the shift. This approval process has been commended by the SLMPD's Internal Affairs Division, FBI and numerous taxing districts during various investigations or internal audits conducted by their offices.

All these technologies and our vehicle fleet are value-added services and are no cost to the client.

## Rates for Service

It is well known that our region is experiencing shortages of law enforcement and security officers, this is actually a nationwide problem. This shortage is compounded by a strong demand for supplemental law enforcement and security services, increases in average pay rates, insurance premiums, fuel expenses and other operating expenses. The City's Finest, LLC has been forced to raise our rates slightly the past few years to help offset these expenses. Our fully loaded rates are as follows:

- Law Enforcement Officer: \$85/HR for daytime and early evening shifts (Activity 1)
- Law Enforcement Officer: \$90/HR for overnight shifts starting between the hours of 11pm-4am (Activity 1)
- Security Officer: \$45/HR (Activity 1 & 2)
- All shifts for Activity 1 are a minimum of 4 hours in duration
- All Shifts for Activity 2 are minimum of 2 hours in duration
- There are no other added costs or hidden fees. We do not charge extra for overtime, holidays, special events or vehicle usage/maintenance. Our rates are truly fully loaded.
- All hours will be billed bi-monthly (near the 15th and last day of each month) and are NET 30.
- All billed hours are vetted internally for accuracy through our Biometric Time-clock and GPS systems
- Rates will remain in accordance with any contract terms

## Licensing and Insurance

TCF is a fully licensed and insured private security company. We currently exceed the SBD's minimum requirements for liability insurance. Additionally we maintain workers compensation and full coverage motor vehicle insurance in compliance with state and federal law. Our business license and certificate of insurance is attached to our RFP response.



## References

Feel free to reach out to any of the above organizations or the below list of individual references:

Jim Whyte, Director of the CWE Neighborhood Security Initiative: (314) 393-8820

Patrick Kutz, Security Committee Chairman for the St. Louis Hills SBD : (317) 442-5571

Jim Dwyer, Commissioner of the CWE North SBD: (314) 367-5438

Kelli McCrary: Director of Security for the Downtown CID: (314) 495-9451

## Conclusion

TCF has done its best to briefly describe our operational procedures as it relates to this RFP. We are confident in our abilities and believe we are one of the best private security organizations in our region. Our highly trained employees working together with our management team, quality equipment and a multitude of our value-added services provide the best solution for your safety and security needs. Thank you for the opportunity to participate in this RFP.

# Contact Information

If you have any questions regarding the proposal or would like to schedule a follow-up meeting to further discuss our operational procedures, equipment, and systems, please contact:

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