

AUGUST 2025

THE CALIFORNIAN

THE QUARTERLY
NEWSLETTER OF



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TABLE OF

03

PRESIDENT'S REPORT

04

**REGULATION
CORNER**

06

CYBER INSURANCE

07

**MANAGING EMPLOYEE
TIME OFF: INSIGHTS
FROM NEW
WORKFORCE RESEARCH**

08

**IMPROVE YOUR HIRING
PROCESS: HOW TO
RECOGNIZE INDICATORS OF
MISALIGNMENT**

09

**DATA-DRIVEN SECRETS TO
RUNNING A PROFITABLE
SECURITY FIRM**

10

MEMBER SPOTLIGHT

11

**BEYOND THE BOTTOM LINE:
WHY CONTRACT-LEVEL
COSTING CHANGES
EVERYTHING**

12

**THE KEY SKILLS AND TRAITS
OF A SUCCESSFUL
DISPATCHER**



CONTENTS

PRESIDENT'S REPORT

DAVID CHANDLER, CALSAGA PRESIDENT



I hope that your summer is going well. CALSAGA is doing well and we appreciate your continued membership support. The association has a great relationship with the BSIS. We continue to meet with their Chiefs monthly. In Sacramento, our lobbyist Kelly Jensen is doing a great job thwarting potential legislation that could be harmful to the security industry.

If you have not already, I hope that you will [register for Coffee Chat: what to expect during a BSIS Audit on August 27th](#). The event will feature Assistant Chief Sam Stodolski as well as Enforcement Chief MJ Abdelsalam and Enforcement Analyst Uriel Mora.

The nominations are open for our annual Lifesaving Award, Medal of Valor, and Security Officer of the Year awards. Don't let your officers' efforts go unnoticed! [Read about criteria and the nomination process for annual awards](#).

You asked us for an additional Security University and we are delivering! The third and final session of Security University in 2025 will take place August 19th - 20th in Glendale. Spots are still available. This program was designed for those new to PPO ownership and management but industry veterans have told us that they have also gleaned much from attending the program as a refresher. [Register for Security University Glendale](#)

I hope to see you at Security University later this month and/or the [Annual Conference in October](#). Please don't hesitate to reach out to staff@calsaga.org with questions or if we can support you.

Be safe,
David Chandler

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DAVID CHANDLER, CALSAGA PRESIDENT

Our staff has received many questions about the new requirement that PPO Qualified Managers will now have to register every two years. As a reminder, this was passed in 2022 but did not go into effect until January 1st of this year. Depending on when you received your QM initially, you may not actually renew it until next year as the BSIS has staggered the initial renewals for either this year or next. In order to check on your renewal date, you should log into your BreEZe account. At the top right you should see a box that says Click to see all licenses. The QM expiration date will be in that list. Sixty to ninety days prior to your expiration you will be able to complete your renewal application. Once approved, you will receive a certificate in the mail which must be displayed under your PPO license. Remember that these licenses must be displayed in a place that can be visible by the public such as your lobby or reception area.

With operating a PPO in California, there is tremendous potential for liability. Private Patrol Operators and Security Guards are required by law to submit an Incident Report form to the Bureau within seven (7) business days of an incident involving a physical altercation, discharge and/or use of a firearm, or the use of a deadly weapon while on duty. While there are times that it is unavoidable, I would venture to say that most of the time, if your guard gets into a physical altercation with the public, they have failed at de-escalation techniques. De-escalation should be a top priority! I encourage you to practice tactics with your officers, especially verbal defectors. See page 61 of the [Power to Arrest Appropriate Use of Force Manual](#) for more information about verbal defectors.

If you missed Coffee Chat: Use of Force Liability - Civil or Criminal in June, I encourage you to watch the replay on YouTube!



Sessions:

- BSIS Compliance
- Financial Responsibility & Management
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CYBER INSURANCE

SHAUN KELLY, ASSURED PARTNERS,
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Hope everyone is doing well, and I know all of you are working hard.

Recently, we are receiving more requests for Cyber Insurance coverage than we have in the past. In most cases the requests are a result of a contract requirement, growing concern for data breaches and/or a recommendation from a business legal consultant. In response to any request, we acknowledge that cyber claims should be a concern for all business owners to protect against cyber-attacks, data breaches and fraudulent activity that could potentially cost businesses hundreds of thousands of dollars.

The most common cyber claims are:

1. Ransomware attacks which lock up your operational data, shut down your ability to operate and then follows the extortion demand to unlock your data.
2. Social Engineering attacks are fraudulent and accidental payment(s) sent directly to the hacker's bank account. These claims can occur through the disguise of a invoice from a hacker using one of your common suppliers letterhead and changing the bank account and routing numbers.

Cyber coverage is designed to protect you from First Party claims and Third Party claims. Most First Party claims are what is mentioned above (Ransomware and Social Engineering). Third Party claims are bought by clients, vendors, employees... who have suffered a financial loss because of a data breach or cyberattack to your system. All claims are costly; however, Third Party claims can become very expensive, time consuming and may destroy the trust between you and the other party involved in the claim.

If you do have a cyberattack or an unauthorized access , a forensic investigation will be required to determine if any data in your system was breached. Sometimes cyberattacks or unauthorized access can occur with no loss of data. The cost of the forensic investigation is or should be included in the Cyber coverage terms and conditions.

Protecting yourself from cyber claims includes educating your staff on cyber security best practices, implementing Multi-Factor Authentication (MFA is mandatory for most insurance carriers to provide cyber coverage), installing protective firewalls and any other preventative measures recommended by your service provider.



MANAGING EMPLOYEE TIME OFF: INSIGHTS FROM NEW WORKFORCE RESEARCH

STEPHANIE PETERSEN, TEAM SOFTWARE BY WORKWAVE,
CALSAGA NETWORK PARTNER

Many security companies are spending a huge portion of time tracking employee time off requests. It's a necessary function for your teams...but one that often adds up in terms of administrative burden.

If time off management processes seem cumbersome now, consider this: your staff is probably taking less time than they could. While this might seem like it would reduce administrative workload, the reality is opposite: employees who avoid taking time off when they need it often end up creating more urgent, last-minute requests that are far more disruptive to manual tracking systems.

Recent survey data* shows that 67% of Americans worked while sick in the past year. The reasons employees avoid taking sick days include falling behind on work (26%), fear of being seen as unreliable (22%) and negative judgment from coworkers or supervisors (12%). Among Generation Z workers—who represent a growing portion of the security workforce—52% continued to work while sick, rather than take time off. This can actually compound into more absence management work needed by your team down the road, as 35% of workers who pushed through illness ultimately became sicker and ended up needing more time off work anyway.

The Administrative Reality

Consider what happens with a typical time off request under manual systems. An employee fills out a paper form or sends an email request. A supervisor must manually verify available balances, often by consulting separate spreadsheets or calling the office. Approval notifications happen through informal communication. Payment processing requires additional manual data entry.

Each step introduces delays and potential errors while consuming administrative time.



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IMPROVE YOUR HIRING PROCESS: HOW TO RECOGNIZE INDICATORS OF MISALIGNMENT

ANNE LAGUZZA, THE WORKS CONSULTING, CALSAGA NETWORK PARTNER

It's so subtle that many leaders often miss it, and missing it can lead to hiring an applicant who isn't the right fit for your organization without even realizing it until much later. But, if you pay attention and notice these, you can more efficiently identify a candidate who is not a good fit for your organization and more easily find a candidate who is.

“ Indicators of misalignment are any information provided or behavior displayed that misaligned with your organization's values and expectations.

These types of indicators can occur often in the interviewing process, and they can be easy to ignore, if you're not paying attention.

These indicators include common behaviors like:

- Calling an applicant to schedule an interview and their voicemail is full.
- Emailing an applicant and it takes them more than 24 hours to respond.
- Responses that are actually excuses: My phone wasn't working; I didn't have my phone with me; I had a sudden death in the family; I had a personal emergency, etc.
- Resumes that are submitted but are not current or updated.
- Not following instructions, e.g. if you ask for a cover letter or letter of interest and they don't submit one.

- Applicants who try to take over the interview and ask you questions in response to the questions you ask.
- Short email without a greeting, use of lower case "i" or other grammatical errors.
- You call an applicant and they email you in return.

Don't miss this! If an applicant shows behaviors like these ones listed, this is an early warning sign around issues with accountability and points to a potential under performing employee, if hired.

To ensure you don't miss any indicators of misalignment in your next interview, pay attention to all the information they provide (including behaviors they display) and make a list of potential challenges and strengths of each candidate.





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DATA-DRIVEN SECRETS TO RUNNING A PROFITABLE SECURITY FIRM

JORDAN WALLACH, BELFRY SOFTWARE,
CALSAGA ASSOCIATE MEMBER

Growing a security firm today means balancing strong financial practices, effective team management, and reliable operations. We crunched 600 million data points from hundreds of U.S. security companies using Belfry to find out what the most successful companies do best: improving margins, retaining officers, and building lasting client relationships.

Talk About Billing Without Talking About Billing

Firms with above-average on-time payments grow faster, thanks to predictable cash flow. Interestingly, the firms with the highest on-time payments don't just send invoices, they engage with their clients more often. On-site visits, incident reports, and regular client portal logins all correlate with faster payments because they build trust and keep clients informed. Tools like automated invoice reminders and client portals amplify this effect, accelerating collections and strengthening margins.

Invest in Your Officers

Well-paid, well-prepared officers deliver better service and stay longer. Our data shows that firms offering higher pay often see turnover rates about 12% lower with a 10% pay bump. Structured onboarding (e.g., covering company policies, client expectations, site-specific training, and a 30-day check-in) aligns with higher satisfaction and stronger client outcomes.

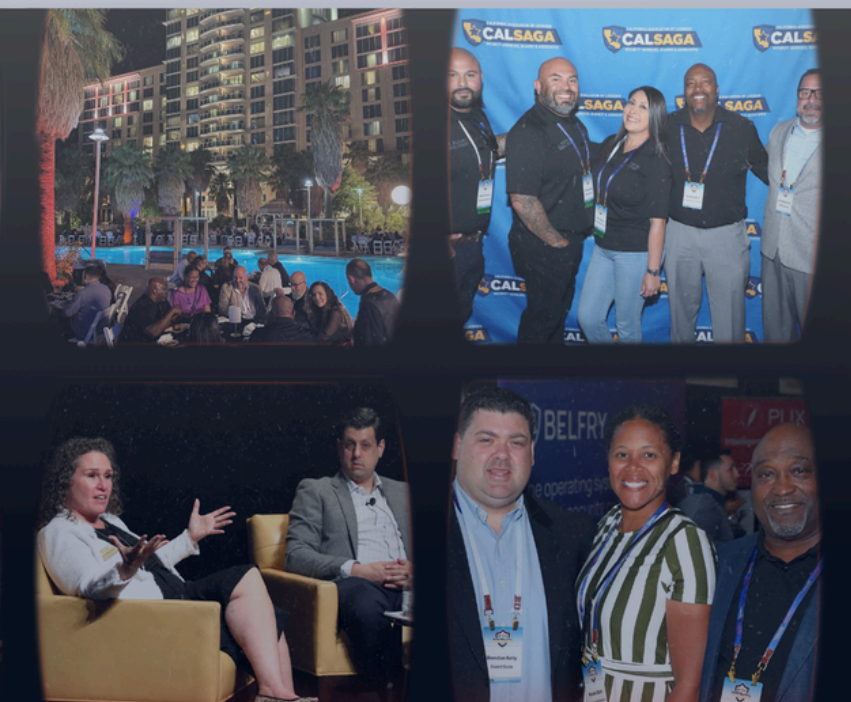


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**October 14th - 16th
Rancho Mirage, CA**

MEMBER SPOTLIGHT

SHELA BORR, CALSAGA AMBASSADOR COMMITTEE CO-CHAIR

The CALSAGA Ambassador Committee is honored to feature the Pomona Valley Hospital Medical Center (PVHMC) Security Department in this quarter's Membership Spotlight. With a steadfast mission to safeguard the lives and property of patients, visitors, and associates, PVHMC's Security team exemplifies integrity, leadership, and collaboration in the specialized world of healthcare security.

The department operates with a holistic approach to hospital safety by grounding themselves in their core values such as integrity, safety, productivity, leadership, ethical patrolling, collaboration, and teamwork.

“

Their vision goes beyond presence and patrols; it's about cultivating a secure and supportive environment for everyone who walks through their doors.

The department is led by a highly experienced management team including Jon Coleman, Manager of Compliance and

Training; Willia Morataya, Manager of Operations; and Michelle Walsh-Fernandez, Director of Security. Together, they bring more than 60 years of combined experience to the organization, ensuring both operational excellence and strategic leadership.

PVHMC joined CALSAGA in 2024, following a recommendation from their external security assessor. That same year, Jon Coleman became an active member of the CALSAGA Ambassador Committee, representing the voice of healthcare security.



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**NOMINATE YOUR COMPANY FOR
THE NEXT MEMBER SPOTLIGHT!**

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BEYOND THE BOTTOM LINE: WHY CONTRACT-LEVEL COSTING CHANGES EVERYTHING

GAIL TUTT, TEAM SOFTWARE BY WORKWAVE, CALSAGA NETWORK PARTNER

Running a security company means managing dozens of moving parts—schedules, equipment costs, insurance premiums and client demands. There's so much to stay busy with, so it may seem like tracking overall profitability is good enough. Revenue minus expenses equals success, right?

This approach works until it doesn't. When margins start tightening or unexpected costs hit specific contracts, company-wide profitability becomes a rearview mirror—it shows you what happened, not what's happening right now.

Beyond the Big Picture

Advanced job costing changes the conversation entirely. Instead of wondering why last quarter's numbers looked different, you can drill down to see which contracts are performing and which ones need attention. This granular visibility matters because the instinct to cut costs across the board often hurts profitable work while leaving problem contracts untouched.

Consider two similar contracts on your books. Both involve the same type of security work, similar hourly rates and comparable client requirements. On paper, they look identical. But job costing might reveal that



one generates healthy margins due to efficient scheduling and minimal overtime, while the other loses money every month because of excessive non-billable overtime or poor shift planning.

Without job-level data, both contracts disappear into your overall numbers. With it, you can address the specific issues dragging down performance while protecting what's working well.

Look at It From the Standpoint of Securing New Contracts

Contract bidding requires balancing competitiveness with profitability. Labor costs vary by location and assignment type. Insurance requirements differ based on client risk profiles. Equipment needs change depending on site specifications. When you're preparing a proposal, these variables can make or break your margins. Security companies that understand their actual costs for similar work can price more accurately.

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THE KEY SKILLS AND TRAITS OF A SUCCESSFUL DISPATCHER

HELENA SPARKES, GUARDIAN SECURE SOLUTIONS LLC, CALSAGA ASSOCIATE MEMBER

To the untrained eye, a dispatcher may seem like someone who just answers phones. But in the world of private security, a dispatcher can be the difference between chaos and control, between a situation escalating or being swiftly resolved. The role demands a dynamic set of skills that truly empower this critical position. A successful dispatcher serves as a lifeline for the security officers they support. A highly capable dispatcher understands that the status of any incident can change within minutes, sometimes even seconds. So, what sets the top echelon of dispatchers apart from the rest? Here at Guardian Secure Solutions (GSS), we've identified the critical skills required for the role. Training must align with the ability to multi-task effectively, communicate clearly, and solve problems under pressure.

The essential critical skills we've narrowed it down to are as follows; (1) Communication, (2) Tactical Problem Solving, (3) Effective Multi-tasking, (4) Customer Service, (5) Dynamic Team Work.

Communication: Effective dispatching is effective communication. By that standard, communication is the job. There are various ways humans communicate with each other, verbal, visual and written. Typically Dispatchers will not be in the physical presence of those they are communicating with, thus relying on strong oral and written communication skills. The best dispatchers understand their first priority is to listen effectively to the reporting person with the goal of gaining the most information with the least amount of questions. From there the objective is to effectively relay pertinent information to the Security Officer in a simple but informative manner. When communicating with a Security Officer or reporting person it is important to be direct and concise. Most calls involve active, time-sensitive incidents.



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