

The SECURITY Advisor

a magazine published by Security ProAdvisors for the Security Industry

PRESIDENT'S CORNER

Hello and welcome to the 2025 Summer Edition of **The Security Advisor**.

Two months after Keith's unfortunate passing, I was honored to be named President of **Security ProAdvisors**. With four decades of industry leadership and experience, I am leveraging my expertise in mergers-and-acquisitions, strategic growth and operational excellence to continue the company's mission.

I am excited to carry forward Keith's vision and proud to join a team so deeply committed to supporting security companies through every phase of growth. **Security ProAdvisors** has a unique position in the market, and I am excited to build on its success.

In filling Keith's shoes, I will share a few reflections on market conditions during the past six months. We have seen the pace of deals continuing to be robust despite economic uncertainty. The first half of 2025 has been busy with activity from strategics and more private equity entering the market.

The security industry continues to grow and evolve against an uptick in risks and an improving labor market. The growth in executive protection and school security forecast in our last issue continues to materialize as both international and domestic risks remain elevated, reflecting macroeconomic factors and radicalization.

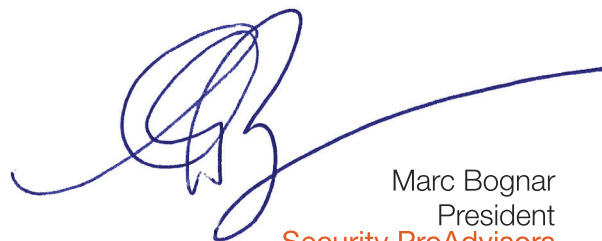
There was a 50% decrease in active shooter incidents in 2024, according to the year-end report from the **FBI**, compiled in conjunction with the Advanced Law Enforcement Rapid Response Training (ALERTT) Center at **Texas State University**. While the total number of incidents nationally is relatively small, the psychological impact of each incident is significant. The risks and potential impacts are driving security investments focused on deterrence and prevention in both of these verticals as well as in houses of worship.



Against this backdrop, this edition of **The Security Advisor** features a Q-and-A interview with James Murray, the chief security officer at **Snap, Inc.** and longtime **U.S. Secret Service** veteran, who gave us a snapshot of what security looks like at a social media company. Murray talked about the biggest risks the company faces, how it handles them with in-house and contracted staff, and how he strives to strike the right balance between instilling awareness of security while maintaining **Snap's** creative and open work culture, among numerous other topics.

This edition also covers numerous acquisitions during the first half of 2025 which has seen a flurry of activity.

Key acquisition activity in the physical security guard sector included: **Allied Universal's** five deals expanding guarding/assets domestically and in Colombia; **Dunbar Security's** purchase of **M&I Security** in Texas; **Clarion's** acquisition of **Federal Alarm** for alarm/security integration; and **Pye-Barker's** multiple acquisitions, including **USA Security Services** and other guard/security-related firms.



Marc Bogнар
President
Security ProAdvisors



THE SECURITY ADVISOR

Published twice a year, **The Security Advisor** is a magazine dedicated to news in the security industry throughout the world. **The Security Advisor** is published by **Security ProAdvisors**, providing advisory, consulting, and brokerage services to the security industry - guarding, system integration, and electronic security. **Security ProAdvisors** represents sellers in security transactions.

The SECURITY Advisor

HEADLINES - M & A



Allied Universal - 5 Mergers and Acquisitions Already Completed in 2025

Allied has completed five transactions with aggregate annual revenues totaling approximately \$490 million. The acquired companies represent various security service offerings in both international and domestic markets and include the following:

- January 2025 - **Pinnacle Security, Inc.** a guarding company with offices in Atlanta and New Orleans, offering a range of security services including security patrols, security consulting, executive and personal protection, as well as risk and threat assessments
- March 2025 - **Diversified Maintenance Systems, LLC**, based in Tampa, FL and Birmingham, AL, with 22 offices throughout the U.S. is a facilities management business providing janitorial and facilities maintenance
- April 2025 – Bogata, Columbia-based **Celar Security/Soltes Technology**, provides security services encompassing physical surveillance, canine units, electronic monitoring, escort services, and risk management consulting through technology-supported security solutions
- April 2025 - **CI Security Specialists, Inc. (CISS)** based in Glendale, California. The company provides security services to commercial properties, private properties, and event security
- May 2025 - **CDA, Inc. d/b/a Maxsent, MaxSent**, based in Annapolis, Maryland, provides nationwide services to Federal, State and Local governments including Federal buildings, libraries, downtown business districts - unarmed, armed, patrol, consulting, training, and personal protection services

"In the first part of 2025, we have expanded our footprint in both the U.S. and South America through the acquisition of these exceptional companies," said Steve Jones, global chairman and CEO of Allied Universal.

"Each acquisition strengthens our presence in key service sectors and regional markets, as well as reinforces our commitment to delivering world-class security services. As we continue to grow, Allied Universal remains focused on integrating these businesses seamlessly to drive innovation, elevate service and help create safer environments around the world," he concluded.



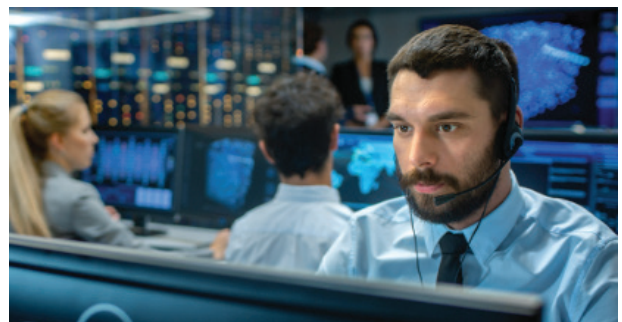
Monitronics

Guardian Protection Acquires Monitronics Commercial Alarm Division

Guardian Protection, based in Pittsburgh with commercial and residential clients in Pennsylvania, Ohio and West Virginia, has acquired the commercial alarm accounts division of *Monitronics*, which has done business as *Brinks Home Security*.

The company's fourth acquisition in the past four years, the terms of which were not disclosed, will add three new branch locations in Pennsylvania and West Virginia along with nearly 60 employees, and 8,300 commercial and 4,300 residential accounts.

"We are deeply committed to the growth and expansion of our customer base in the large commercial, multi-site chain, and small business sectors," said Guardian President Bryan Cipoletti. "Our experience, people expertise, and infrastructure are well-positioned to accommodate growth and become a more dominant player in the commercial marketplace."



CELAR



MAXSENT

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HEADLINES - M & A



PYE-BARKER
FIRE & SAFETY
Since 1946



sdg
SECURITY

FRASE
PROTECTION

Pye-Barker Continues Growing Through Multiple Acquisitions from Coast-to-Coast for First Six Months of 2025

Atlanta-based *Pye-Barker Fire & Safety*, a leading provider of fire protection, life safety, and security services with more than 230 locations and 7,000 team members nationwide, has added the following companies to its growing network including the 4 organizations listed below: *A1 Sprinkler & Systems Integration*, *WSE Fire & Security Systems*, *Encore Technology Solutions*, *Fire Science Techniques*, *Secure Pacific* and *Sonitrol Pacific*, *Nebraska Safety and Fire Equipment*, *Arrow Fire Protection* and *Fire Protection Equipment Company*.

- Maryland-based *Alarm Engineering Inc.*, a 40-year-old company that provides integrated safety and security solutions to commercial customers in sectors like banking, industrial facilities and government buildings. Serving the mid-Atlantic region, the company's systems detect fire, intrusion and authorized activity, paired with 24-7 monitoring and real-time alerts, along with access control, video surveillance and analytics.
- Seattle-based *Moore Fire Protection*, which provides sprinkler design, installation, inspection, testing and maintenance for churches, schools, stores and office buildings. The 38-year-old company serves customers throughout the Seattle area.
- Colorado-based *Extreme Fire Protection*, which has become part of *Pye-Barker's* fire protection and alarms teams in the Denver area. The 19-year-old company provides the gamut of fire sprinkler services for multifamily, education, healthcare, government, retail and office buildings, handling installation, inspections, testing and maintenance. *Extreme Fire's* technicians will continue to service its customers.
- Connecticut-based *USA Security Services* provides security and protection services for event and corporate security: counseling, accident reconstruction, and handwriting analysis comparison services as well as home security evaluations and training programs for security personnel. *USA* has locations in CT, NJ, NY, PA and FL.

"Each acquisition we make acts as a building block for our continued growth," says Bart Proctor, CEO of *Pye-Barker*, in the company announcement. "Every company, and more importantly, every team member at those companies, adds value to our business, allowing us to expand our service offerings for customers to better serve their life safety needs".

Guardian Alarm strengthens Ohio presence with acquisition of SDG Security; Acquires Frase Protection, to expand into Tennessee & Mississippi

Guardian Alarm, with an existing branch location in Columbus, the acquisition of *SDG Security* will serve to strengthen the company's footprint in the market – enabling *Guardian* to bring its industry-leading security services to more Columbus households and businesses.

"*SDG Security* plays an important role in the community and in the lives of their customers. We are excited to welcome *SDG's* customers to the *Guardian Alarm* family," said Brent Uhl, President and Chief Executive Officer of *Guardian Alarm*. "Through our combined companies, we will continue to provide an exceptional customer experience while offering both existing and future customers a broader portfolio of innovative security and fire alarm solutions."

"For years, the *SDG Security* team has been proudly serving and protecting the Columbus community, ensuring our customers stay safe and secure. Given *Guardian Alarm's* commitment to customer excellence and innovation, I am confident they will continue our tradition of protection and superior service," said Bruce Reedy, Co-Owner and President of *SDG Security*.

Additionally, *Guardian Alarm*, which has provided security and fire alarm services to commercial and residential customers in Michigan and Ohio for nearly a century, has acquired *Frase Protection*, which handles security for homes and businesses in Memphis and surrounding regions in both Tennessee and Mississippi. The terms of the transaction were not revealed.

"*Frase Protection* has built a strong legacy of protecting the Memphis community and beyond," said Brent Uhl, president and CEO of *Guardian Alarm*. "We are excited to welcome *Frase's* customers to the *Guardian Alarm* family while retaining the trusted *Frase Protection* name."

"For decades, the *Frase* team has been dedicated to safeguarding homes and businesses across Tennessee and Mississippi," added Jonathan Frase, owner of *Frase Protection*. "By joining forces with *Guardian Alarm*, we are strengthening our ability to provide the latest security technology while elevating the customer experience."

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HEADLINES - M & A



Dunbar Security Solutions, Inc. Acquires M&I Security, Inc., Expanding Presence to Dallas, TX

Maryland-based *Dunbar Security Solutions, Inc.*, a national leader in comprehensive security services, announced the acquisition of *M&I Security, Inc.*, a respected manned guarding provider headquartered in Dallas, Texas.

This strategic acquisition enhances *Dunbar's* footprint in the Texas market and reinforces their commitment to delivering exceptional security services across the region.

"This acquisition represents an exciting new chapter for Dunbar Security Solutions," said Bobby Dunbar, President of *Dunbar Security Solutions, Inc.* *"M&I Security's exceptional team and dedication to quality align perfectly with Dunbar's values and vision."*

Allen Scott, owner of *M&I Security, Inc.*, expressed confidence in the transition: *"We are excited to join forces with Dunbar Security Solutions. Their commitment to innovation, employee development, and customer satisfaction is second to none. This partnership will allow us to offer even more robust security solutions to our clients while preserving the personal relationships and service quality M&I is known for."*

With more than 30 years of experience, *M&I Security* has earned a reputation for personalized service and strong client partnerships. By joining forces, *Dunbar* will build on *M&I's* legacy, seamlessly integrating their operations and talent into *Dunbar's* full suite of security solutions.



RapidFire Acquires Four Additional Security Companies Throughout the U.S.

St. Louis-based *RapidFire Safety & Security*, which handles fire, life safety and overall security management, has bought three more companies in the past six months, bringing its total to 21 overall since its 2022 founding. Among the buy-and-build platform's new acquisitions:

- *SDS Security*, a Dallas-based integrator that becomes *RapidFire's* fifth deal in Texas. The 31-year-old company designs, installs and maintains end-to-end security systems, including access control, intrusion detection, fire alarm systems and video surveillance. *SDS* serves a range of clients including law enforcement, government, retail, corporate, industrial, financial, education and healthcare institutions.
- *Christopherson Fire Protection*, a 40-year-old fire protection firm based in Chino, California, which serves metropolitan southern California. The company designs, installs, inspects and maintains fire sprinkler systems, fire extinguishers, kitchen fire suppression equipment, backflow devices, emergency lighting, and hood and duct cleaning services.
- *Tri-Xecutex Corp.*, based in San Dimas, California, and founded in 1988 to handle telephone, sound, security and alarm installation, but more recently evolving into a full-service integrator of low-voltage systems with the gamut of security and fire alarm services. *RapidFire's* 10th acquisition in California, *Tri-X* serves a range of commercial and industrial clients such as school districts, medical clinics and hospitals. The company's team will continue to do so under *RapidFire's* broader umbrella.
- Belton, Texas-based *Progressive Protection Security Systems, Inc.*, a 28-year-old firm, which serves central Texas and beyond by installing, maintaining and monitoring solutions in commercial security, access control, fire, automation and low voltage. The company's employees will continue to do so for their thousands of business customers.

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Q&A with James Murray, Snap, Inc.

James Murray, who retired as Director of the U.S. Secret Service in 2022 after 27 years with the agency (and three as the leader), has spent the past three years as Chief Security Officer of the social media platform, Snap, Inc. (the company that developed and maintains the image messaging and multimedia mobile app Snapchat) which has more than 6,000 employees spread across 25 countries. Murray leads four teams: *Global Security*, including intelligence, risk, physical security and the G-SOC; *Crisis Management and Continuity of Operations*; *Internal Security Awareness and Education*; and *Protective Services*, which handles executive protection. Murray also supervises content moderation efforts aimed at keeping the Snapchat platform users safe.



Murray began his career with the U.S. Secret Service in 1995 as a Special Agent in the New York Field Office, where he also served on the FBI/NYPD Joint Terrorism Task Force. He later transferred to Washington, D.C., joining the Presidential Protective Division and rising to the role of supervisor. From there, he advanced through a series of high-impact leadership assignments, including Assistant to the Special Agent in Charge, Congressional Liaison for the Secret Service, Resident Agent in Charge of the Atlantic City Office, Assistant Special Agent in Charge at the James J. Rowley Training Center, Special Agent in Charge of the Washington, D.C. Field Office, and Deputy Assistant Director and later Assistant Director of Protective Operations.

He played a central role in securing the presidential inaugurations of Barack Obama in 2009 and Donald Trump in 2017. In 2019, President Trump appointed him Director of the Secret Service.

Security ProAdvisors spoke with Murray about his various roles at Snap, how he spends his time, the biggest risks the company faces, how he and his team protect against and keep employees informed of those risks, how they balance security awareness with the company's open and creative culture, what keeps him up at night, and more.

Security ProAdvisors: Please tell us about your primary responsibilities and what your day-to-day responsibilities looks like as the CSO at Snap?

James Murray: I'm trying to keep our people safe. We also have about 6,000 people and maybe twice as many contractors. We also have about 55 facilities, labs, and offices in 25 different countries - so when I say security, I'm talking about that. When I talk about security, I'm talking about our Snap personnel and locations. When I talk about safety, I'm talking about keeping people safe on our software platform. I lead a couple of teams that invest their time in what we call platform integrity, trust and safety, and content moderation. I'm not necessarily the owner of all the risk in the company, but I am the owner of the consequences.

SPA: What are the two or three things that you spend the most time on, and how has your role evolved with the growth of the company and its global footprint?



JM: We're not a huge organization, but widespread and global. We spend a lot of time on geopolitical risk, whether it has a direct or indirect nexus to our operations. Part of our security team is forward-deployed in Europe and the Asia-Pacific region and across parts of the Middle East and North Africa. I spend a lot of time ensuring that we have both proactive and reactive detection and appropriate engagement when it comes to severe harm on our platform. When I first arrived at Snap, they had some mature programs in place. I was pleased with the level of investment. but just like anybody else, you don't have a blank checkbook. I spend a lot of time trying to evolve the security program so that it enables the business. Some people might view security efforts as a speed bump, or a guardrail, but you hope you're never perceived as a roadblock - especially in a company like Snap, which is led by creative people.

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Q&A with James Murray, Snap, Inc. *continued*

SPA: What are the biggest security risks you monitor on a global scale, and can you share how Snap prepares for global events or crises, whether they're natural disasters, geopolitical or civil disruptions?

JM: When it comes to the most common or biggest threats, it's certainly the geopolitical stuff. The next one is natural disasters. We are headquartered in Southern California, in Santa Monica. A lot of the locations around the world are also in places where things like wildfires or earthquakes can happen. The L.A. wildfires impacted us directly and extensively, not so much our operations, but it impacted on our people, and it continues to six months later. On the internal side, just like a lot of other people in this field, you're always mindful of insider risk. It's my belief, and it's been my experience, that not all insider risk is intentional. It could be happenstance. But you're never going to have an insider risk incident that doesn't have a human element.

SPA: Is most of your security in-house or do you contract it out? And, to the extent that you use vendors, what's your main consideration when you choose them?

JM: Most of it is in-house. That's not to say that we don't have contract support in all of our locations around the world. We contract with vendors to provide subject matter expertise in certain areas where we don't have the bandwidth to commit ourselves. The first thing I do is make sure that they're a good fit culturally - attitude-wise. We're looking for partnerships, not placeholders. I view it through the prism of complicated challenges as opposed to complex challenges. Complicated challenges are things where you could say, "Okay, this needs attention. This is broken right now, we can fix it." And you're done. Whereas a complex challenge is something that's never really going to be fixed. It's going to require constant management. I've been fortunate in finding a good fit for vendors on both. Often, we use vendors to help us with those complicated problems, because we're not looking to have a vendor on-board with us for the next 20 years. We have long-term vendors who for example aid us with in-house kidnap-and-ransom programs. That's one where we'll always seek expertise and direct support from somebody who knows that field better than we do.



SPA: How do you keep employees informed and compliant with all the protocols without creating any fear or friction, and how do you keep them aware of the emerging risk management issues?

JM: Snap is a young tech company. We double down on creating and establishing a good level of awareness and not anxiety. Our safety and awareness team endeavors to keep that drumbeat going to let people know, in small ways and sometimes big ways, what's new, what's now, what's next. We bring in professionals: We'll have "lunch with a cop" day, or we'll partner with emergency services or a fire department - they'll help us present some basic first aid training. Then we utilize those opportunities to amplify some of the efforts that we have. We want to make it plain to our staff, who we are, what we do, and why we're here. We don't want anybody in our company to just think of Snap security as "break glass in case of emergency."

We emphasize our global security operations center, which for us, is all in-house. We view it as the "easy" button. If anybody has any sort of issue, whether it's security or not, we encourage them to call the G-SOC and let the G-SOC funnel that request. If they're held up at a border crossing call the G-SOC. If they're in some foreign country and they lose their passport, call the G-SOC. We look at that as our 911/311. That has conditioned people to know that there's one point of contact and they don't necessarily have to go digging through our digital Rolodex to find who the security person is in their region.

SPA: We assume you do some amount of training for the employees, as well?

JM: When it comes to workplace safety, we do a lot of exercises. We're always looking to keep that drumbeat going. The same way that you get in the car and you put your seat belt on - you don't know the seat belt's on until you have a problem. We want our people to know that we're here. We view ourselves as a seat belt for the organization.

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Q&A with James Murray, Snap, Inc. *continued*

SPA: How do you balance your security with maintaining the creative and open work culture at Snap?

JM: We endeavor to protect the flame but not smother it. We're always curious about what it is that our people want to accomplish - whether it's a new piece of hardware or a large event - we like to get in the game early. When you're trying to support an organization and they're looking to conduct or coordinate a large event, it's critical that security is involved in the conversation on the front end. If that doesn't happen, and you get to the back end, then security is viewed as "Dr. No." We have regular countdown meetings with our marketing and our product teams to make sure we know what's on the horizon.



SPA: What role does security play in the broader mission and values of Snap?

JM: We have two sides of the same coin with safety and security. We have a safety-by-design culture when it comes to our actual platform. What we've been able to do in the last several years is incorporate that security mindset there, as well. The good news is - there's no ambiguity. The guidance that comes down from the CEO, the CTO, the founders, from the board and my fellow executives is that security is paramount. Security, thankfully, is not a line item on a budget, and it's not just branches off an organizational chart. It really is a mindset.

There's something we used to say when I was in the Secret Service, when it came to cyber-incidents: You don't want to know who the people in your neighborhood are, when it comes to combating cyber-issues, after the cyber-incident occurs. It's the same approach - you want to get in front of these scenarios as much as you can, to let them know who you are and what you do, so that there's a level of comfort. I won't say expectation, but understanding, when you do have dynamic incidents.

SPA: How do you prioritize and assess physical and cybersecurity risks, and how do your physical and cybersecurity teams work together?

JM: Ten years ago, there was a line between physical security and cybersecurity. That line's gone. It's hard to even rattle off 10 crimes that are not digital in nature. We have the good fortune here at Snap to work very closely with our CISO shop and our information security professionals. We play our positions the same way a second baseman and a shortstop do. You have your areas of responsibility, but you're never not covering for each other. There was some discussion about making them on the same team, to put them in my shop but we decided not to do that, and I think it was the right decision.

Here's why: One, I know CISOs take different paths to that role. Since we are such an engineer-heavy company, our CISO is almost always an engineer. He or she has a skill set that that I don't have, and I like to think that I bring experience and exposure that they don't have. We realized that we might be muting our own voices. The powers-that-be would only hear us in mono, where if an issue comes from both of us, they're hearing it in stereo. I know in some places; it makes sense to dovetail those two.



SPA: Do you have any sort of regular meetings, or do you just get together as it makes sense?

JM: I talk to our CISO more than I talk to my wife. I talk to him 50 times a day. The CISO's looking at the threat picture, not in a different way, to suggest that there's divided concerns, but they're looking at what's actually impacting their operation right now. Whether it's internal for our operations or whether it has to do with the platform itself. Whereas my team's monitoring the external threat that might impact their operations. versus *need to have?*" We don't rely on one single source as far as intelligence platforms. You've got so many out there, but we find a lot of them are kind of duplicative in terms of what they're providing.

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Q&A with James Murray, Snap, Inc.

continued

SPA: *How is Snap leveraging technology or AI to enhance employee safety and corporate security?*

JM: We do a lot with AI and LLMs (Large Language Models), when it comes to how we handle safety on the platform. In the last year or two, we've done a lot with regard to security. We're looking at how to increase our capability by employing video analytics at our facilities around the world. AI is here to augment us, not necessarily replace how we're doing things right now. It's like the difference between having a state trooper and a traffic camera. With a traffic camera, if you're going over the speed limit, you're getting a moving violation in the mail. Whereas a state trooper has this thing called discretion and can decide about context.

I think whenever you employ AI solutions or LLM solutions, you're going to need that highly trained professional human being to come in there and make decisions. We always want to be responsive and not reactive. Reactions come from the gut and come from the amygdala (*the brain structure that regulates emotions, memory, aggression and social behavior*), whereas response comes from your experience, your exposure, and, to some extent - the plan that you had.

SPA: *What are some of the challenges of maintaining safety standards across different countries and cultures?*

JM: We have a lot of regulatory oversight. Not only because we're located in a lot of places, but because of the business that we're in and the tools that we use. We have a very robust environmental health and safety program within our security team that helps lead that. You cannot "peanut-butter-spread" your policy and practices around the world - especially across 25 countries, in our case. You have to engage directly with not only each of those countries and governments, but also with those regulatory agencies, and get a sense of what's required and what's achievable.



This is a critical bolt in this airplane that we fly every day. A lot of effort goes into it, a lot of meetings, not just with my team, but with our policy team, our legal team and we try to stay ahead of the curve. We'd rather go to the regulators before the regulators come to us. And, you have to know the culture - you have to know what matters to them. To a lesser extent, we deal with that here. You have 50 states and each of them has regulatory organizations that might be interested in some of the things we're doing. We want to make sure we're responsive, and that our policies, practices and service-level agreements are designed to be compliant.

SPA: *Are there particular challenges posed by countries that are more authoritarian?*

JM: We are mindful that sometimes insider risk is just happenstance and also that sometimes insider risk is state-sponsored. The challenge there is to basically be in a zone defense, to cover down on both of those threats.

SPA: *How do the knowledge and skills that you developed in your former role at as the Director of the U.S. Secret Service impact the decisions you make for employees' safety at Snap?*

JM: The one thing we'd say in the Secret Service is that what we were there to do, on the protective side, was to prevent an unwanted outcome. So, how do you do that? You seek to deter, detect and disrupt to the extent you can. When it does become a bad day, you want to have some sort of dynamic response. When I left that organization three years ago, I didn't think I'd be doing the same thing on the private sector side. What I've discovered, not just within Snap, but also dealing with my peers in this field, here in the states and globally, especially in the year 2025, is that's exactly what we're doing in these private security organizations.

I think it's not only critical to recognize that, whether it's corporate or NGOs, you're one generation removed from just being "nice to have." It was nice to have, but when times get tight, it was the first thing to get cut. A lot has happened over the last 25 years. When business leaders are looking at their security needs, they're looking at it through the lens of affordability. But affordability cuts both ways. There's a lot of things you can't afford not to have. The biggest realization for me is, there are a lot more - corollaries and parallels in the private sector to what we were doing in the Secret Service.

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Q&A with James Murray, Snap, Inc.

continued

SPA: Okay, here's a fun one: What keeps you up at night?

JM: My dogs, when the Amazon delivery guy comes in at 4:00 in the morning! But seriously, we've touched on this a little bit. I'm very concerned about geopolitical risk. Both on the safety side and on the security side, we employ what we call a "follow the sun" approach, which means 24/7. Our global security operations is based in Southern California. We have other regional security operations centers in Europe, in the U.K. and then we have another in-house one in Asia. I'm always looking at the messages they're putting out throughout the night, because I'm wondering what's happening around the world. And again, what's the first, second and third impact to our operations, whether it's directly to our people, whether it's the supply chain.

Beyond that, I want to ensure that we're actively combating severe harm on our platform. That's always top of mind. It's hard for me not to give this answer, six months since the fires. When you have a company that's located where it is, in California, and you have many offices up and down the Pacific coast, you're thinking about natural disaster-type events: fires, earthquakes. We have a lot of stuff that goes on across Asia, so you're thinking about flooding and stuff like that. That's the carousel that goes on in my mind, for worry.

SPA: What advice would you give to other companies that are trying to build the same kind of culture of safety and preparedness that you guys have?

JM: The most important thing is, if a company is going to either establish or enhance its security program, to get an understanding of what the crown jewels are. *What's the most important thing to the company?* A Secret Service protectee who was a former president of the United States would give this stump speech where he'd say to business leaders: "Don't tell me what's important to you. Show me your budget, and I'll tell you what's important to you." It's important for any emerging security leader to understand what is really important to their business leadership and to their organization. You don't want to be putting all your eggs in the wrong basket, when you're not going to get the support or the investment from that company.

Another way to say that is, early and often, engage with your business leaders - whether it's your CFO, your chief counsel, or the CEO - to make sure that you're aligned with the vision of the company, in terms of business goals, and what they're most concerned about.

SPA: Is there anything else you'd like our readers to know?

JM: As I mentioned earlier, risk comes in so many different flavors. There's cyber-risk, there's reputational risk, there's insider threat risk and there's external threat risk. The sum of those parts is always the same and has consequences. When I find myself sitting in professional gatherings, we could talk about risk all day long. But at the end of the day, if you're guarding against yesterday's threats, you've already let tomorrow's in the front door. Think about, "What is the unwanted outcome you don't want to happen?" and work backward from there. That's probably the one thing that's top of mind for me, when I talk to other people. I have peers at bigger organizations and smaller organizations, and they have different directives and different ideas from the people that they work for when it comes to fulfilling this responsibility.



SPA: On behalf of Security ProAdvisors and our readers we really appreciate your time and the opportunity to learn about the important work you do as the Chief Security Officer at Snap. Thank you, Jim.

HEADLINES - M & A

GARDAWORLD SECURITY

KK Security Rebrands to GardaWorld Security After Ownership Transfer

With majority ownership transferring to Stephan Crétier, Canadian businessman and CEO of *GardaWorld*, Nairobi, Kenya-based *KK Security* has rebranded to *GardaWorld Security*, which serves industries like aviation, logistics and extractives from offices in five Kenyan cities and operates an advanced training facility in Nairobi.

"Our brand evolution reflects our commitment to blending local expertise with global strength," said Rishi Ahluwalia, country director – Kenya, for *GardaWorld Security – Africa*. *"We are investing in training and technology to deliver comprehensive security solutions."*

GardaWorld Security – Africa has enhanced its National Security Operations Centre to include AI-powered remote monitoring as well as real-time asset tracking and mobile response vehicles.

"By merging KK Security's deep local knowledge with GardaWorld's global capabilities, we are positioned for significant growth while delivering superior integrated services," said Oliver Westmacott, president and chief operating officer of *GardaWorld Security - International*.



Security 101 Acquires Integrated Systems & Services, Expanding Northeast Operations and Data Center Expertise

National integrated security solutions provider *Security 101*, a portfolio company of private equity firm *Gemspring Capital*, has acquired *Integrated Systems & Services, Inc.* a commercial security systems integrator. Terms of the deal were not disclosed.

The 32-year-old *Integrated Systems & Services*, based in Eatontown, New Jersey, designs, installs and maintains electronic security systems for enterprise clients such as data centers and healthcare facilities throughout the northeastern U.S., and the company will continue to operate under its legacy brand. Top executives including President John Fluta will remain in their current roles.

The acquisition will expand West Palm Beach, Florida-based *Security 101's* presence in the northeastern part of the country. Founded in 2005, the company has more than 50 locations around the U.S.

"ISSI exemplifies the culture of innovation and best-in-class customer experience that drives Security 101," said Greg Daly, CEO of *Security 101*. *"John and his team have built an outstanding organization, and we're excited to partner with them as we accelerate our growth in the Northeast and beyond."*

"For more than 30 years we've earned our reputation through trust, accountability, and follow through," Fluta said. *"Joining the Security 101 family unlocks new capabilities for our customers while allowing us to stay true to who we are."*

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Minuteman Security & Life Safety Acquires Shanix Technology

Andover, Massachusetts-based *Minuteman Security & Life Safety*, an integrated security, communication and life safety systems provider, which provides integrated security, communication and life safety systems, has bought Cranston, Rhode Island-based *Shanix Technology Inc.*, a security and audiovisual technology integrator that's been in business for more than four decades.

The combined companies now have 28 office locations on the East Coast, and the deal gives *Minuteman* deeper coverage in New England, adding more than 30 staff led by CEO Kekin Shah to serve clients there and elsewhere, while the company's program management office handles rollouts nationally and worldwide.

"Shanix has built an excellent reputation in the higher education and healthcare space, with their solution-driven attention to detail," said *Minuteman* CEO Joseph Lynch in the joint announcement. *"I have personally known Kekin and his team for more than 25 years and respect their reputation and robust capabilities in security and audiovisual systems. Given their close proximity to our Massachusetts headquarters and many adjacent branch offices ... it really is a complementary partnership."*

Gate Logic Acquires Aurora Services Inc.

Manassas, Virginia-based *Gate Logic Security*, which provides automated gates and perimeter security solutions, has acquired *Aurora Services Inc.*, which handles customized security gate design and automation.

The deal will enable *Gate Logic* to reach a wider array of residential and commercial clients in the mid-Atlantic region, bringing *Aurora's* expertise in customized ironwork, automation and access and control, and integrating those into *Gate Logic's* platform. *Aurora* executive Brad Isham will remain with the combined company.

"It is both a bittersweet and an exciting moment for Aurora Services, Inc. Over the years Amber and I have built more than a company," *Aurora Services* executive Brad Isham said in the announcement. *"We have built a family of clients, employees and partners who share our vision. The alignment of Aurora and Gate Logic Security is a natural fit, we share common values of excellence, innovation and responsiveness to client needs."*

"We are thrilled to welcome Aurora Services into the Gate Logic Security team," said Shanna Gray, president of *Gate Logic Security*. *"Aurora's reputation for craftsmanship and customer dedication perfectly complements Gate Logic's mission to deliver the most trusted, technology-driven perimeter security solutions."*



Beacon Communications Purchases All State Communications

Littleton, Colorado-based *Beacon Communications LLC* has purchased Minnesota-based advanced technology solutions company *All State Communications*, to strengthen *Beacon's* presence in the upper Midwest.

Since 1998, All State has served healthcare, government, education and commercial clients with communication and security solutions. The purchase adds to *Beacon's* recent efforts to expand, including the acquisition of *Thompson Engineering* last year and the opening of a new office in Utah in 2023.

"The integration of All State Communications into the Beacon family marks a significant milestone in our expansion strategy," says Brad Walsh, CEO of *Beacon Communications*, in the joint announcement. *"Together, we are poised to offer unparalleled services to our clients in Minnesota, Wisconsin, the Dakotas and beyond."*



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Clarion Security Buys Federal Alarm

Memphis-based *Clarion Security*, a 15-year-old firm that provides guarding services in five southeastern states with its 1,250 officers, has bought Memphis-based alarm installation and monitoring company *Federal Alarm*, a company founded in 1988 that services commercial and residential customers throughout the mid-South.

With mobile, on-site and virtual guarding that includes off-duty officers, *Clarion* will add *Federal Alarm's* services such as security systems, commercial fire alarm systems, access control, video surveillance and artificial intelligence integration. The newly combined company, which will operate under the existing respective brands, will have a roster of more than 2,500 clients.

"This acquisition marks a significant milestone for Clarion Security," said Larry Heathcott, CEO and owner. *"By integrating Federal Alarm's capabilities, we're able to offer our clients a more comprehensive and responsive security solution - one that strengthens their safety and peace of mind. We're also exploring expanded services, including the option to dispatch Clarion security personnel to alarm calls, providing on-site guidance and elevated customer support."*



Arrow Security Acquires NJ-based K Street Group

Founded in 1985 and named *Arrow Security Patrols*, Smithtown, Long Island-based *Arrow Security* acquired Clinton, NJ-based *K Street Group*.



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The *K Street Group*, offered private security and protective services across the United States and abroad including: corporate executive protection, risk management, asset and estate protection, dignitary and high net worth personal protection, business continuity, stalker intervention and protection, secure air and ground transportation, protection of valuables, family protection and threat assessments. These services strengthen the services and reach for *Arrow* adding strategic locations and capabilities.

Arrow Security has seven regional offices, and an average client relationship of over 15 years. *Security ProAdvisors* orchestrated this acquisition.



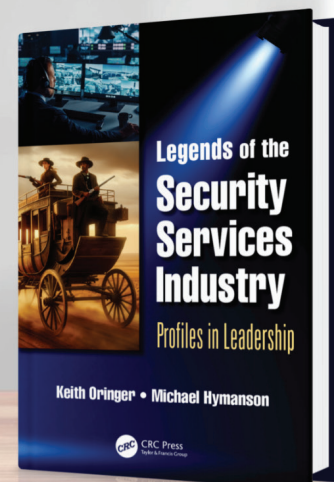
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