



Proposal Developed By:

Blackstone Security Services, Inc.®

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Proposal For:
ITB No. '20/23/B
Security Services
Santa Fe Solid Waste Management Agency



Via e-mail

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Table of Contents

Section 1 – Technical Proposal

Statement of Agreement with All Terms, Conditions and Provisions	03
Executive Summary	03
About Blackstone Security Services, Inc.®	04
Management Biographies	08
Affiliations	15
Technology and Equipment	22
Policy on Substance Abuse	30
Emergency Protocol	35
Screening and Hiring	38
Pre-Assignment Training	41
Blackstone's Guard Progression Plan	44
Employee Benefits	47
Method of Approach	49
Cost Savings, Improvement and Recommendations	50
Transition Process	51

Section 2 – Firm's Experience

References	53
Reference Letters	55

Attachments

Certificate of Veteran-Owned Small Business	63
Articles & Press Releases	64



Blackstone Security Services, Inc.
"The secret to our success is in our people"



Section 1

Executive Summary

Blackstone Security Services, Inc.[®] (an S-Corporation) has mastered the unique needs of myriad clients and the diverse communities they serve in the Southwestern United States. Blackstone is headquartered in Phoenix, Arizona, and has seven additional divisions that cover Arizona, Texas and New Mexico. Blackstone is built to meet these opportunities by recruiting locally and assigning well-trained personnel with skill sets that match the specific needs of the client. Hence, our motto: "The secret to our success is in our people".

Blackstone was founded in 1993 by President & CEO Dan Swindall. Dan put together a unique business model based on employees and service instead of bureaucracy. Dan specializes in recognizing quality employees and motivating them to exemplify Blackstone's core values of honesty, integrity, dependability, compatibility and service.

Blackstone's core service offerings include, Loss Prevention, Physical Security, Patrol Services, and Information Desk Services. All services are offered as armed or unarmed.

Our management team has a combined total of more than 200 years of experience in security and management, and features a cadre of military, law enforcement, corrections and customer service veterans who bring to the table two former top-secret military and U.S. Department of Defense clearances, and a former Department of State Secret clearance.

Blackstone's management team comprises military veterans with international security experience, ex- law enforcement officers, ex-corrections officers and private business administrators. Each manager's duties are clearly stated in an organizational structure that ensures operational efficiency. The team is led by founding President & CEO Dan Swindall, a mentor for young security business owners who has served on BBB business ethics selection committees and has completed his fourth 3-year term as Chairman of Arizona Private Security Professionals' Association (APSPA), a statewide group. He is also a member of the Associated Security Services & Investigators for the State of Texas (ASSIST) and ASIS International. Dan is a current sitting member of the Arizona Private Investigator and Security Guard Hearing Board for the Arizona Department of Public Safety.



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The training requirements mandated by Blackstone meet or exceed the training required in the states it serves. Blackstone is dedicated to ethics. Blackstone celebrated its 20th anniversary in 2012 by winning the Arizona Better Business Bureau's Business Ethics Award, the first and only private security company to do so. Blackstone also made Inc. Magazine's list of the nation's 5,000 fastest-growing private companies and reached consecutive semifinalist levels in 2012 and 2013 for the prestigious Spirit of Enterprise Award given by the W. P. Carey School of Business at Arizona State University.

Blackstone's operating philosophy of "Relentless Vigilance" ensures the client's security needs are consistently met by well-supervised personnel trained to pay attention to details. Our personnel consistently log more than 10,000 hours weekly serving a customer base that includes secured federal, state, county and municipal facilities; fortune 500 companies; commercial and retail businesses; educational facilities; warehouses and construction sites to name a few.

Dan has a strong commitment to corporate responsibility and encourages his managers to become actively involved with at least two community groups or professional associations.

Blackstone stays abreast of technological advancements that help improve service to its customers. Communications with clients is assured with Customer Relations Management (CRM), a sales metric that tracks customer service efforts.

Blackstone consistently exceeds client needs with superior leadership, experience, training and operational efficiency. Our employees are our ambassadors and are encouraged to excel through an Employee Appreciation Program that recognizes outstanding performances and culminates in the "Officer of the Year" award. Employee development is further enhanced by alliances with two universities that offer reduced tuition rates for Blackstone employees. We go the extra mile for our employees, so they go the extra mile for our valued clients. One of Dan's favorite sayings is "There are no traffic jams along the extra mile".



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About Blackstone Security Services, Inc.®



Blackstone Headquarters, Phoenix, Arizona

Blackstone Security Services, Inc.® is an award-winning private security company that celebrated its 25th anniversary of providing quality security services to the public and private sectors throughout the Southwest region.

Since its founding in 1993, Blackstone has developed a reputation for high quality, dependable service delivered by professional, dedicated, caring personnel who put client needs first. Based on a solid business plan that calls for slow, deliberate growth, Blackstone has resisted the urge to expand faster than its resources, so our services remain reliable, professional and on time.

Our gradual expansion is made possible by the impeccable record compiled by Blackstone in serving its clients. Once Blackstone has assumed asset protection responsibilities, many of our clients have reported immediate reductions in their negative incident rates. Blackstone attributes this record to its culture of "Relentless Vigilance", and the ability of our Supervisors to analyze risk situations and recommend changes that improve security.

The architect of that plan is President & CEO, Dan Swindall. Under Dan's leadership, Blackstone has emerged as one of the premier security service providers in the Southwest region with a client list that includes municipal, state and federal organizations as well as corporate partners representing industries such as communications, transportation, resorts, construction, distribution, railways, learning centers, retail, and commercial real estate to name a few.



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Dedicating ourselves to this business strategy has enabled Blackstone to continually provide exceptional service to our clients. In fact, our clients aren't the only ones who have realized this. Blackstone was able to achieve two company and industry milestones in 2012. Blackstone won the coveted *Arizona Better Business Bureau's Business Ethics Award* for 2012, the only security company ever to win that award. As an encore later in the year, Blackstone was named a semifinalist for the prestigious *Spirit of Enterprise Award* by the *W.P. Carey School of Business at Arizona State University*. Blackstone is the only security company to achieve this level of recognition. In 2013, we were named a semifinalist again for the *Spirit of Enterprise Award* in addition to making *Inc. Magazine's "Inc 5000"* list in 2013, 2014 and 2016, which names the 5000 fastest growing private companies in America. Following the *Inc 5000* recognition, Blackstone was also named a "Hire Power" award winner by *Inc. Magazine* later in 2013 and again in 2014.

Our security personnel log more than 10,000 hours per week serving a diverse customer base that includes government facilities, warehouses, manufacturing plants, educational facilities, office buildings, commercial construction sites, healthcare facilities, highway and rail construction sites, homebuilders, communications, automobile dealerships, resorts, retail outlets, shopping malls, financial institutions, transportation and parking facilities and many other commercial enterprises. We regularly review our service offerings to make sure we keep pace with how national developments might impact our clientele.



Blackstone guard watching a monitor panel at one of our client's properties



Blackstone Security Services, Inc. *"The secret to our success is in our people"*



Companies, and municipalities looking to cut costs are eliminating their in-house security program and using contract security companies. Typically, in-house security employees will have a higher pay scale due to long term tenure with the company and expensive retirement benefits. This is one reason Blackstone has provided security services to State, Federal, and Commercial clients for the past 25 years and counting. During this time, Blackstone has earned a superior reputation among the agencies and clients it has served. This is solid proof that Blackstone has gained the skills, knowledge and experience required to successfully meet the demands of New Mexico Santa Fe Office (SFSWMA) of the Bureau of Land Management.

Over the past couple of years, the U.S. has experienced higher crime rates. Murders in Chicago, the nation's third largest city, are presently up more than 72%. There's been many new terrorists' attacks on our domestic soil as well as around the world. Also, there's been a growing number of mass murders in our schools, theaters, night clubs, shopping malls, and public venues having a chilling effect on our nation. All this points to a compelling reason to initiate or ramp up security to offer better protection to your customers, employees, and visitors.

Blackstone Security Services has extensive experience in training and certifying personnel in the basic duties of security guards. In addition, Blackstone has a skill set that includes CPR and First Aid Certification, Fingerprint Certification, Walk-through Metal Detector Certification and Licensed Private Investigations. Blackstone also has vast experience in the use of Hand-held Metal Detectors, radio equipment, emergency response action plans, security surveys, electronic surveillance techniques and First Responder training. We pride ourselves on the quality of the management team who comprise the leadership of the security forces. The Management team has honed their skills while performing as law enforcement first responders and Special Weapons and Tactics (SWAT) Commander, private security contractors in combat zones around the world and military service in the area of law enforcement (Security Alert Teams). Blackstone offers SFSWMA the full benefit of our vast experience in specialized training and expertise in the security and law enforcement professions as well as our expert customer service team who are eager to meet the needs of SFSWMA on a daily basis.



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Blackstone Management Biographies

Dan Swindall
President & CEO



Leadership is the cornerstone of any organization's image and success. At Blackstone, that leadership is provided by President & CEO Dan Swindall. The Arizona native has over three decades of security experience that began with an extended tour as a security policeman in the U.S. Air Force. After his honorable discharge in 1982, Dan signed on with the Tatt Companies, an international security firm that later became Pedus Services, Inc.

With Tatt, Dan served as Nuclear Security Division Commander at the Palo Verde Nuclear Plant; Corporate Training Coordinator, responsible for all security personnel for regional offices companywide; and finally, Vice President of Sales & Marketing with Pedus Services. Dan supervised all sales and marketing efforts in the western United States, including sales training and tracking sales representatives' efforts. Then, using the experience and knowledge gained from his military service and 10 years with Pedus, Dan combined his entrepreneurial spirit with his marketing acumen in the early 1990's. That's when he determined there was a need for a full-service security company that provided quality services to clients and took care of its employees.

Dan put together a unique business model based on employees and service instead of bureaucracy. Dan specializes in recognizing quality employees and motivating them to exemplify Blackstone's core values: honesty, integrity, dependability, compatibility and service. Employees have personalities and so do clients. Dan believes that each employee assignment should mirror the client's individual personality and needs. Blackstone caters to a diversified client base whose needs range from securing resort properties and construction sites to Homeland Security applications.

Dan is constantly absorbing information from numerous national and international sources on developments, incidents and techniques to stay in the forefront of the security industry. Dan's perspective is that no matter what the assignment, clients want to feel they are getting the utmost in professionalism and service from their security company, and that is part of the Blackstone Edge.



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Jeanne Croft Executive Vice President



Jeanne Croft's colleagues at Blackstone Security Services, Inc.[®] describe her as a 'Type A' personality who is a problem-solver, conscientious, tenacious and very organized. She is the catalyst that keeps company representatives on task, on time and on the mark when it comes to fulfilling contract requirements in accordance with Blackstone's quality standards.

Personalities at Blackstone are as varied as its client base. Jeanne unites these personalities behind the singular purpose of satisfying clients. Jeanne is a perfect example of Blackstone's willingness to go outside the security industry to strengthen its management team by recruiting someone with direct knowledge and insight into the security needs of potential clients while improving its overall operations.

Blackstone's increase in business and client satisfaction is directly attributable to Jeanne's work ethic and her attention to detail. It's Jeanne's job to ensure customer satisfaction by conducting periodic audits of all client facilities regarding updates of post orders and quality assurance surveys. She also meticulously records all client requests and the resolution of those requests.

Jeanne's success in building new business and retaining satisfied clients is the result of 20 years of experience working in industries that need on-site security services, arming the South Dakota native with inside knowledge concerning client security needs before she contacts them. She brought an awareness of the security needs and issues of clients, such as commercial property management companies, when she joined Blackstone in 2004.

Jeanne is a big reason why the secret to Blackstone's success is in its people.



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Bobby Holley
Quality Assurance Manager



Mr. Bobby Holley is the Quality Assurance and Training Manager for Blackstone. Mr. Holley recently was assigned as the District Manager in Dallas, Texas and previously as the Assistant Director of Operations for Blackstone's Division 32 in the greater Phoenix area. He has one of the most versatile resumes in the history of Blackstone. What others see as challenges, Mr. Holley sees as opportunities. He embodies the enthusiasm of our approach to this opportunity.

A veteran of the U.S. Army Military Police, Mr. Holley has been a businessman, a Special Operations Consultant for the military in Iraq, a Security director for several private companies, a Claims and Surveillance Senior Investigator, a Training Investigator, the Chief of Security at a U.S. Air Force auxiliary field in Arizona and a Youth Corrections Officer in the Arizona Department of Juvenile Corrections.

Mr. Holley possesses excellent customer service skills as a result of interpersonal communications training. He has effectively trained new security personnel in duties, applicable laws, regulations and procedures for more than 25 years. He received training in Video Surveillance Techniques; Audio Recordings for Interviews; Hostage Negotiations; Crime Scene Processing and Computer Assisted Drafting for Crime Scene Re-creation Diagrams from Central Texas College and the U.S. Army. Mr. Holley has authored and implemented policies and directives that have established and maintained an effective security force for various locations, threats and terrains.

Constantly seeking to improve his skills, Mr. Holley has 72 hours toward an undergraduate degree in Criminal Justice and Law Enforcement.

As the Assistant Director of Operations for Blackstone, Mr. Holley conducted inspections of security sites and personnel and controlled and trained a security force of more than 250 uniformed security personnel.



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Ken Vandiver **Director of Operations**



Ken Vandiver's years of experience in the security industry is built on a solid foundation of law enforcement that includes field experience, leadership, tactical training and administration. He has put in long hours in the classroom and on the street.

As Director of Operations for Blackstone, Ken oversees more than 300 security personnel and is responsible for scheduling, billing, settling client conflicts, dispatch and hiring among other duties.

A Texas native, Ken founded his own company and was an entrepreneur for 16 years prior to becoming a law enforcement officer in Missouri. During that time, he became well acquainted with the importance of good customer service, loss prevention and security.

During his years as a sheriff's deputy in Cass County, MO, Ken received experience in a variety of areas. His duties included service as a Road Officer, a Field Training Officer, A SWAT team member, a Sniper, an Expert Witness during court appearances, and Report Writing.

Ken's discipline, dedication to duty and attention to detail make him the quintessential prototype for a security officer and a role model for everyone he supervises. His training and supervisory experience enable Ken to analyze employee performance and initiate corrective measures in a timely and efficient manner.

His communication and organizational skills make Ken a valuable asset when addressing clients' concerns as well as staff issues. Ken has consistently demonstrated an ability to remain calm in the face of critical situations and get the job done, whatever that may require. Ken dispenses praise when it is earned. He also has the ability to discipline employees and represent client concerns in difficult situations, while gaining the respect and cooperation of both.

Ken always conducts himself in a professional manner while making sure client concerns are promptly addressed and their needs are met.



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Mitzi Hagan
Human Resources Manager



Human Resources Manager Mitzi Hagan is the microscope under which all aspiring Blackstone employees must pass. Her ability to recognize candidates with the “right stuff” stems from over 20 years of service in the security industry, during which time she has screened thousands of security personnel while managing the human resources and administrative operations for regional and international security companies. Mitzi’s hands-on approach to her job includes interviewing, orientation, training scheduling and assisting with site placement. She is adept at performing thorough background investigations of all applicants to verify their compliance with Federal and State regulations.

The Virginia native’s comprehensive knowledge of the nuts-and-bolts of security operations has made her an invaluable member of Blackstone’s management team since she joined the company in 2004. The security business is such a specialized industry that good people follow good people, and previous employees constantly seek out Mitzi because they know the organizations she represents deliver great client services and provide positive, structured work environments.

Under Mitzi’s guidance, Blackstone security personnel receive training that is interactive and exceeds the curriculum content set forth in guidelines established by the States’ Department of Public Safety.

Behind every good company, there are unseen people who contribute to that company’s efficient operation. At Blackstone Services, Mitzi Hagan is one of those people.

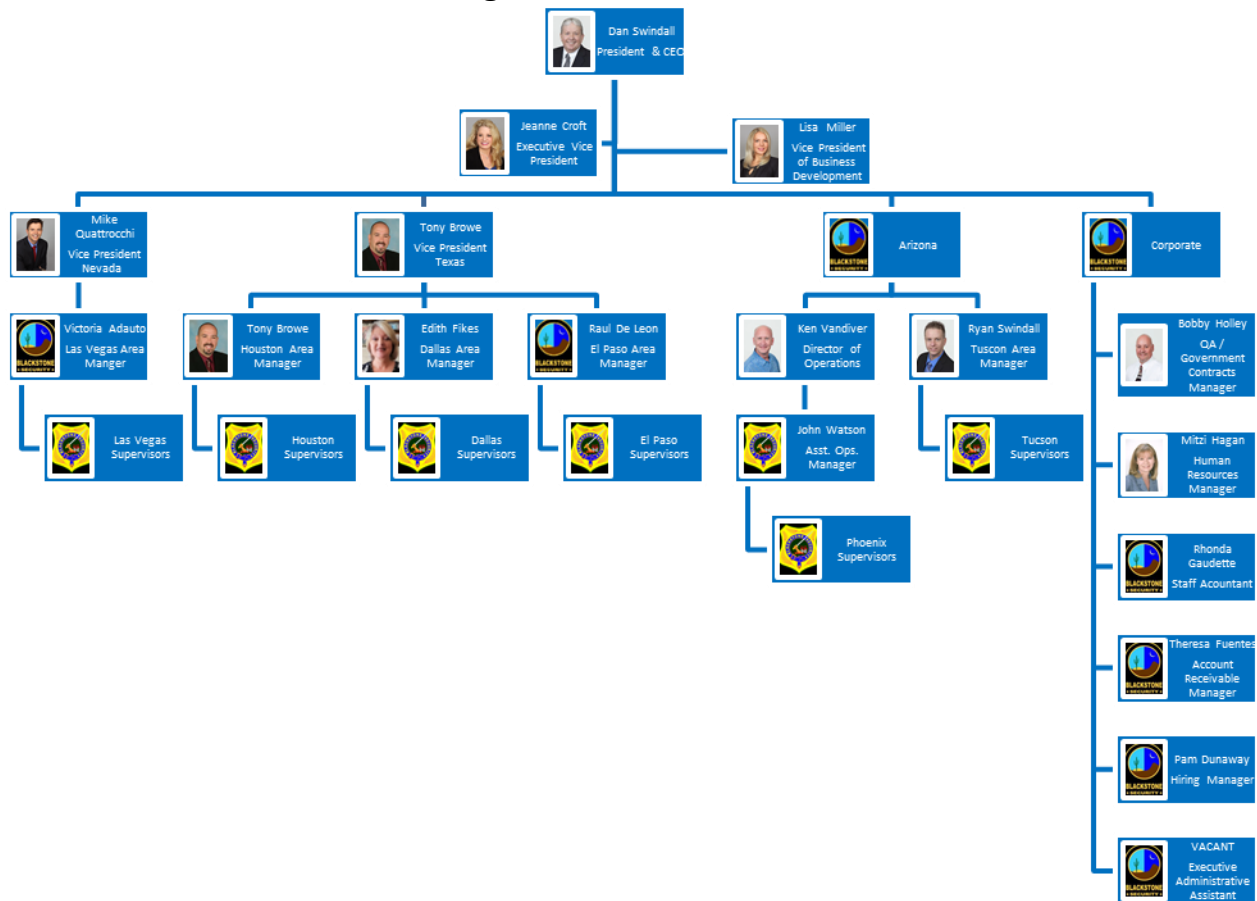


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Organizational Structure



Blackstone’s internal communication is one of our core foci. Our President & CEO, Dan Swindall, takes a hands-on approach with each division throughout the company. Weekly staff meetings and conference calls identify and address all issues with current clients, new business, staffing and anything else that needs to be reviewed. Open discussion allows all solutions to be considered, whether they come directly from Dan, Operations Managers, or suggestions from our supervisors and guard force. Blackstone’s organic work environment allows for both traditional and non-conventional thinking, and results in many of our best practices.

Blackstone’s organizational chart (shown above) shows the basic chain of command for our eight divisions.



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Affiliations



Blackstone is proud to be a Certified Veteran-Owned Small Business. Leadership is the cornerstone of any organization's image and success. At Blackstone, that leadership is provided by President & CEO Dan Swindall. The Arizona native has over three decades of security experience that began with a five-year stint as a security policeman in the U.S. Air Force. As a U.S. military veteran, Dan has the expertise to prepare the optimal foundation for a professional security service company. With the high caliber leadership that Blackstone has had in place from company conception, our clientele can be assured that they are receiving the best possible service.

Management team members are multicultural, represent both genders and are veterans of military – some with previous top-secret clearances – and law enforcement service.

Blackstone's commitment to equality in the workplace is reflected in the ethnic and gender composition of the security guards hired to protect client assets.

Blackstone makes a conscious effort to align itself with clients of all sizes whose employee base reflects the ethnic and gender compositions of the communities that support them. Blackstone is an equal opportunity employer. By hiring our security personnel from the communities in the areas where our clients are located, Blackstone successfully addresses this issue.



Blackstone also belongs to the American Society of Industrial Security (ASIS), an international organization of security professionals. As such, there is a shared sense of ethics, professionalism and dedication to service. SFSWMA will also benefit from Blackstone's membership in the Arizona Private Security Professionals Association (APSPA), an organization of industry professionals founded to improve and maintain the quality of contract security standards and principles.



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Blackstone President & CEO Dan Swindall served his fourth consecutive three-year term as Chair of the Arizona Private Security Professionals' Association's Board of Officers. The APSPA comprises the owners of private security companies, their administrators, supervisors, vendors, family members of fallen security officers and other supporters. APSPA advocates for the security industry in Arizona and is dedicated to maintaining its position as the bellwether for the professional and ethical standards of the security industry. Under Dan's leadership, APSPA has initiated legislative platforms to increase the training requirements for security officers and to protect the profession from unfair competition by outside groups. While Chair, Dan initiated and maintained dialogues with APSPA sister organizations in Arizona's neighboring states. These include the California Association of Licensed Security Agencies, Guards & Associates (CALSAGA); the Associated Security Services and Investigators of the State of Texas (A.S.S.I.S.T); the New Mexico Private Security Officers Association (NMPSOA); and the Professional Association of Contract Security Companies (PACSCO) in Utah. Dan has also overseen efforts of the Arizona Fallen Officer Memorial Fund to hold regular fundraising events to raise money to assist the family members of security officers slain in the line of duty.



Blackstone was awarded the 2012 Business Ethics Award by the Greater Arizona BBB, taking the trophy in the largest category in a competition with more than 300 entries, and becoming the first security guard company to win the coveted award. Blackstone enjoys a BBB rating of A+, the highest honor offered by the BBB. Our A+ rating is the result of a BBB evaluation of a number of categories and indicates the degree of confidence the BBB has that Blackstone embodies the BBB's standards of accreditation in all phases of operation. Blackstone has a historical commitment to conducting business in a truthful, trustworthy manner; we are open to the scrutiny of our patrons and business partners in a way that warrants their cooperation, respect and loyalty. You are invited to view the video produced by the BBB featuring Blackstone Security Services, Inc.® at this link: <https://youtu.be/x0sTfIKMAuc>.



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ASSIST Online
**Associated Security Services And Investigators
of the State of Texas**

The Associated Security Services and Investigators of the State of Texas (ASSIST) is a 501c non-profit organization that brings security professionals together in an effort to improve the security industry throughout the state of Texas. Additionally, ASSIST helps keep security companies and their personnel updated on the changes in law relating to security, the latest security technology, and other vital information. Blackstone has been a proud member of ASSIST since 2012.



BUSINESS ALLIANCE FOR SECURE COMMERCE

Blackstone is also a BASC (Business Alliance for Secure Commerce) partner. BASC is a business-customs partnership created to promote safe, legal international trade in cooperation with Federal, State and International organizations. Being a Southwestern-based corporation and providing security in three Border States, Blackstone understands the need for procedural standards to ensure safe and fair trade across international borders.



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Involvement & Corporate Social Responsibility

When we examine the fabric of a community to learn what makes it strong, the common thread we find is "involvement." Involvement for individuals occurs when their social maturity advances from observation to participation. *For businesses, it occurs when the emphasis shifts from extracting profits from communities to helping communities profit from their presence.* This is the essence of "community involvement." All members of Blackstone's management team are mandated to be actively engaged with their respective community, and to be involved in at least two organizations dedicated to the betterment of their areas.



Junior Achievement of Arizona is one of several youth-related organizations supported by Blackstone. During the past few years Blackstone senior management participated in several JA activities including JA You're Hired™, a JA program designed to promote workforce readiness in high school students by exposing them to area professionals in a massive networking session as part of a series of workshops to help develop their leadership, communication and problem-solving skills.

Blackstone senior management also toured JA BizTown, a collection of businesses and public services run by elementary students who learn business development and political skills by becoming CEO's, CFO's and elected officials. Blackstone was there to lend support to JA's exploration of adding a security component to the Tempe-based operation to give students an opportunity to learn the security business.



Tempe Mayor Mark Mitchell (l) chats with Junior Achievement Sr. Development Manager Tamela Casey-Devore (c) and Blackstone Director of Operations Ken Vandiver (r) at the JA BizTown facility in Tempe



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Blackstone believes our tomorrows begin today

Blackstone's community involvement begins at the top. President & CEO Dan Swindall has involved Blackstone in a number of projects supporting community groups and nonprofit organizations.



Blackstone proudly supports The American Legion

Dan is involved in a project assisting veterans at several American Legion posts in the greater Phoenix area. These posts support a number of community initiatives including student groups, homeless veterans, elderly services and Toys for Tots. Besides giving generously, Dan, himself a veteran, brought together a group of professionals who donate their time and expertise to advise the American Legion posts on financial matters, public relations and fundraising. This project is ongoing.



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Blackstone supports shelters for homeless and battered women

Blackstone also is actively involved in providing in-kind services to charitable organizations in Phoenix, Tucson, Albuquerque and El Paso. They include shelters for battered women, an international refugee center, an international rescue center and the National Multiple Sclerosis Society. We also provide free seminars on personal safety, workplace safety and workplace violence.



Blackstone builds strong community partnerships

Blackstone also supports the Hispanic Chamber of Commerce, the National Association of Women- owned Businesses, Lura Turner Homes (group home for mentally handicapped adults) and Eagles Charities (Civitan Group).

At Blackstone we seek to align ourselves with business partners who are good corporate citizens that actively support their communities and whose hiring practices reflect the cultural composition of the communities that support them.



Sustainable Businesses Practices "Green Initiatives"



At Blackstone, we consider sustainability a form of providing security for the planet and we applaud those companies who join us in practicing sustainability and in supporting the professional organizations that promote it.

Blackstone has in place a firm company policy that sustains and reinforces a culture of environmental stewardship among our employees and consulting partners. Employees are urged to use energy wisely. Extra consideration is given to paper consumption and florescent lighting is the norm. Printer cartridges are recycled, and we strongly recommend that our employees use mass transit. Blackstone supports a program to supply monthly passes for buses and light rail. We also offer a bonus program for employees who wish to convert their vehicles to alternative fuel.

Consulting partners are encouraged to sign a pledge to mirror Blackstone's energy conservation practices in every phase of the contractual relationship. The pledge is voluntary but symbolizes an additional bond between Blackstone and our consulting partners. Awareness of climate initiatives and environmental issues is a consideration in each partnership cultivated by Blackstone.

Blackstone also has retained a consultant whose duties include advising the company on emerging environmental issues that could impact the security industry and conservation programs to consider for participation. This consultant has experience in dealing with the U.S. Environmental Protection Agency (EPA) and the U.S. Green Building Council on national and international sustainable issues and programs.

Crime Prevention through Environmental Design (CPTED) is a sustainable business option that Blackstone employs to advise our partners on environmentally friendly methods of asset protection that range from the strategic placement of shrubbery to strategies that maximize the use of natural light to conserve energy and contribute to the overall health of employees. There are a number of ways to use CPTED to provide 'passive security.' CPTED is recognized internationally as a viable and popular method of lessening exposure to security breaches in potential high-risk locations. It saves money not only in energy costs and employee sick days, but it also enables fewer employees to monitor larger exposure areas. This is a service that Blackstone provides upon request at no additional charge to existing contract partners.



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Technology & Equipment

Although security is often regarded as a low-tech industry, Blackstone is constantly evaluating new technology and how it can improve the service we deliver to our clients. Below are some of the hardware and software tools that we've integrated into our daily operations.

Blackstone Personnel Management System (BPMS) by InTime™

BPMS is a company-wide, web-based, real-time personnel management system that allows Managers, Schedulers, Human Resources (HR), Supervisors and Security Guards to access data from any location at any time. This system tracks a wide range of licensing and certifications, from DPS-Certified Guard License(s), CPR and First Aid licensing, to specialized training.

Standard HR items such as performance counseling, skill ratings, payroll issues, time off requests, sick days, addresses and phone numbers, are all entered in a commonly accessed database and can be revised and viewed by authorized personnel in the company. This eliminates the need to search multiple systems or paper files to locate and/or track specific information on any or all employees. Reports of various types can be quickly and effortlessly generated to provide a "whole guard" professional view of any person considered for any position.

In the event a guard's license expires, is on medical leave, has military service or calls off sick, the system will prohibit them from being assigned to a post until the situation is rectified.

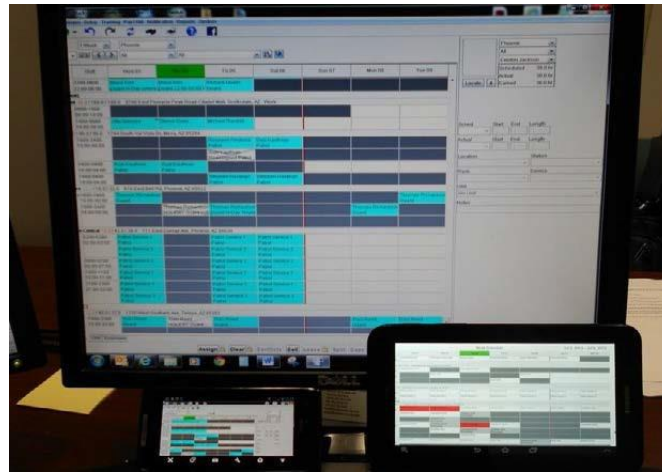
BPMS will track all site-required training and give notifications when the guard does not meet the requirements for the site. In addition, the system's capabilities include notifying supervisors of any other details specific to a site that would only allow qualified personnel to be assigned.

BPMS tracks personnel by defined filters within the system, attributes (male, female, logistics, availability) and can be based on any data and assigned to personnel and locations, this filter can match personnel and locations for each site. The use of this method enables the pairing of the highest qualified guard being assigned to all locations. Personnel can also be selected by desired skills such as, specific licenses, certifications or training. This can include languages, CPR, First Aid, driver's license and other certificates that would be required for each site.



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InTime™ being accessed from different platforms

The Blackstone Personnel Management System will benefit SFSWMA by providing detailed reports for employees scheduled, required training, license and certification expirations and will generate billing backup for invoicing, audits, etc. With the checks and balances gained by logging all appropriate licensing and site-specific required training, SFSWMA can rest assured that their sites are always being staffed by qualified personnel.

SalesForce Customer Relationship Management System (CRM)

This office management system tracks all contacts, meeting requests, and email communication between SFSWMA and Blackstone. This serves as a documentation log of all communication, and also serves as a reminder to each of the office support staff. In this capacity, it acts as a CRM tool, and gives each staff member the access to the same information.

This directly benefits SFSWMA in the ongoing communications between our organizations, as well as Blackstone's management having access to up-to-date information that can ensure the best possible service is provided to SFSWMA.

Wireless Communications

Blackstone utilizes Verizon Wireless™ Smart Phones and Tablets for its management, supervisors, patrol drivers and on-site officers. This gives management and staff access to calls, emails, and calendars from any location.

TrackTik®

A big part of our technological capability is constantly learning about, testing and implementing new products available in the security industry. One recent advancement has allowed Blackstone to upgrade our digital tracking and reporting systems. Our wireless devices are now enabled with TrackTik® (Electronic Guard Tour monitoring software), a web-based application that provides remote, digital visibility and accountability of our workforce. This is accessed through a phone application that tracks the device's activities and movements as well as documenting checkpoints via NFC / QR Codes. The software also allows customizable digital reports to be created right on the guard's phone. Helen of Troy benefits greatly from these technologies, as it gives Helen of



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Troy and Blackstone Management real-time data even when Blackstone's Supervisor or Officer-In-Charge is not currently at a particular property. This software replaces the outdated wand systems of the past, which were much less reliable and offered no real-time information, let alone the ability to create incident reports. This resource can be enacted at a minimal monthly charge.



Perform your own analyses:

Drag-and-drop criteria, visual presentation in a variety of forms, and trending.

Create report templates for customized presentation of	Receive information as	Control your data
<ul style="list-style-type: none"> Checklists Photos Signatures Videos Incidents Activities 	<ul style="list-style-type: none"> Activity Report Incident Report Maintenance Report Daily Activity Report Personalized Report Incident Report Analysis Incident Trends 	<ul style="list-style-type: none"> Real-time access Self-service online or via mobile device Automated daily email Strategically-organized data

In partnership with TrackTik,

we are proud to bring you innovative technologies adapted to your needs



POWERED BY
TRACK TIK



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Samsung Galaxy Tablet

Samsung Galaxy tablets, also powered by Verizon Wireless, are utilized by the management staff and supervisors outside of the office. By having the capability to remotely access the communications applications and internet-based software utilized by Blackstone in the field, management and supervisors have real time interaction and instant problem-solving capability. Use of the Samsung Galaxy tablets also enables management to conduct video meetings and "see what I see" observations of the scene to enhance the response time and alert emergency response personnel as needed. In addition to emergency communications, these wireless devices allow for quick access to schedules, post orders and special instruction documents from any location since they have their own wireless connection.

Microsoft 365

Blackstone is connected to Microsoft 365 Exchange Server, which makes changes seamless across different platforms to utilize email, documents, and shared calendars. Changes that are made in the office are automatically updated for personnel in the field. This is a great advantage to have the most current information accessible at any time.

Vehicles

Blackstone offers a variety of vehicle options for its clients. Patrol and large site vehicles are typically environmentally friendly cars that boast efficient fuel economy. These would likely be the types of vehicles utilized for SFSWMA patrols. For more rugged terrain, whether in remote areas or sites requiring four-wheel drive, Blackstone also offers the option of using trucks. Both types of vehicles are clearly marked and identifiable; and all are licensed, insured and with current registration.

Blackstone also has on-site vehicles such as golf carts and T3 Motion vehicles available for larger sites.



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Blackstone's next-generation patrol vehicles



Traditional Blackstone Security truck



T3 vehicles and golf carts add another option to patrols on large sites



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Site-specific equipment

Depending on the needs of an individual site, Blackstone offers a variety of site-specific equipment, which is included in the hourly billing rates. These can include, but are not limited to, hard hats, protective eyewear, two-way radios, and/or cell phones. Additionally, either Blackstone's military or polo uniforms are also included in the base price(s) that are quoted. Although the listed posts and demands should not require most of these items, SFSWMA can rest assured that they are available upon request if the situation were to arise.



Blackstone Security personnel on a construction site

Uniforms

Blackstone acknowledges responsibility for the daily personal appearance of security personnel. All standard uniforms issued by Blackstone meet the standards set by the State's Department of Public Safety.

Blackstone security guards approved for this assignment shall be measured for their professional uniforms. Blackstone will review current inventory and will order all appropriate uniforms and equipment necessary to complete this order for assignment, ensuring that the security personnel are properly attired and equipped. Upon receipt of uniforms, the assigned guards shall have a second fitting of their required uniforms. If indicated, Blackstone shall provide expert tailoring of the required uniforms to promote appropriate fit and provide the most professional appearance possible.



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Blackstone security personnel dress appropriately to enhance the client's environment of professionalism and service. Guards are supplied with military-style uniform shirts with appropriate badges, stripes and tenure stars; and heavy-duty jackets with appropriate badges and stripes. In addition, Blackstone supplies optional items such as polo shirts, caps, gloves and scarves upon client request. We also offer blazers, jackets and ties for security personnel per special assignment. All uniform accoutrements are furnished at Blackstone's expense.



Guards are supplied with military style shirts, appropriate badges, stripes and tenure stars, BDUs, and heavy duty jackets with appropriate badges and stripes. We also supply optional items such as caps, gloves and scarves upon client



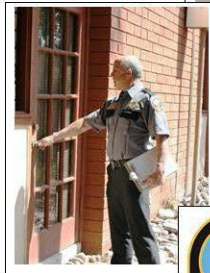
BLACKSTONE UNIFORMS

All standard uniforms issued by Blackstone meet the standards set by the state of Arizona Department of Public Safety (DPS). Modifications under consideration are also submitted for state approval before they are made.



Blackstone shall furnish its security personnel with uniforms at no cost neither to our employees nor to Blackstone clients as per Blackstone policy.

All uniform accoutrements are furnished at Blackstone's expense.



Blackstone Polos



In addition to traditional military-style uniforms, Blackstone offers polo shirts in a variety of colors. All polos have the Blackstone logo on each sleeve, and are marked 'Security' on the chest, back and at the ends of both sleeves. These polos are all DPS-approved and can be substituted for Blackstone's traditional uniform upon request at no charge.



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Special Incident Reports

If an incident escalates to the point of notification to Blackstone Operations, SFSWMA Personnel, or Emergency Responders; (i.e. Fire, Intrusions, Use of Force or Criminal Activity) a Special Incident Report (SIR) will be completed with a detailed and accurate account of the incident. This type of incident would activate the response of a Supervisor to oversee that all forms and documentation of the incident were completed and support the on-site personnel. Copies are turned in to SFSWMA and kept at the Blackstone office for review.



SPECIAL INCIDENT REPORT

Date: _____ Client: _____
 Location: _____
 Officer: _____ Badge #: _____

Corporate Office
 6232 North 1st Street, Suite 107 Phoenix, Arizona 85014
 (602) 265-6100 Fax: (602) 265-6170
 www.blackstonesecurity.com

General

Date of Incident: _____ Time of Incident: _____ To _____ Date of Report: _____
 Client: _____ Location: _____ Rank: _____ Badge #: _____
 Blackstone Officer Involved: _____ Rank: _____ Badge #: _____
 Blackstone Management Notified? Yes No What? _____ Time: _____ Date: _____

Instructions

1) Remember!! ...who? ...what? ...when? ...where? ...why? 4) If necessary, use additional sheets of any available paper.
 2) Fill out as completely as possible! 3) Attach Daily Activity Report for period covering this incident.
 3) Be sure to obtain all relevant information available! 4) Contact Blackstone management and file in as soon as possible!

Type of Incident (check all that apply)

<input type="checkbox"/> Assault (personal injury)	<input type="checkbox"/> Flooding	<input type="checkbox"/> Stalking
<input type="checkbox"/> Accident (vehicle)	<input type="checkbox"/> Gas/leak (potentially)	<input type="checkbox"/> Suspicious Activity
<input type="checkbox"/> Assault	<input type="checkbox"/> Hazardous Materials Spill	<input type="checkbox"/> Theft (from individual)
<input type="checkbox"/> Bomb Threat	<input type="checkbox"/> Locking (unable to depart)	<input type="checkbox"/> Theft (from property)
<input type="checkbox"/> Break-in (building)	<input type="checkbox"/> Malicious Mischief	<input type="checkbox"/> Theft (of or from vehicle)
<input type="checkbox"/> Break-in (vehicle)	<input type="checkbox"/> Medical Emergency	<input type="checkbox"/> Unauthorized Personnel
<input type="checkbox"/> Carjacking	<input type="checkbox"/> Observed Use or Dealing of Drugs	<input type="checkbox"/> Vandalism (building)
<input type="checkbox"/> Confiscation (petrol, with vehicle personnel)	<input type="checkbox"/> Observation of Justice	<input type="checkbox"/> Vandalism (property)
<input type="checkbox"/> Contamination (petrol, with vehicle personnel)	<input type="checkbox"/> Open Consumption of Alcohol	<input type="checkbox"/> Vandalism (vehicle)
<input type="checkbox"/> Damage to Building(s) (after fire work done)	<input type="checkbox"/> Physical Threat by outside personnel	<input type="checkbox"/> Verbal Threat by outside personnel
<input type="checkbox"/> Damage to Property (after fire work done)	<input type="checkbox"/> Physical Threat by client personnel	<input type="checkbox"/> Verbal Threat by client personnel
<input type="checkbox"/> Delivery of Individual(s)	<input type="checkbox"/> Police Call Out	<input type="checkbox"/> Window Broken, missing damage
<input type="checkbox"/> Disturbance	<input type="checkbox"/> Police Impairment	<input type="checkbox"/> Weapons (used any type - by Officer)
<input type="checkbox"/> Domestic Violence	<input type="checkbox"/> Refusal to Obey Lawful Instructions	<input type="checkbox"/> Weapons (used any type - by others)
<input type="checkbox"/> Explosion	<input type="checkbox"/> Rioting	<input type="checkbox"/> _____
<input type="checkbox"/> Fire	<input type="checkbox"/> Sexual Assault	<input type="checkbox"/> _____
<input type="checkbox"/> Fire Department Call Out	<input type="checkbox"/> Stalking	<input type="checkbox"/> _____
<input type="checkbox"/> Firearm Discharge (by Officer)	<input type="checkbox"/> Shoplifting	<input type="checkbox"/> _____
<input type="checkbox"/> Firearm Discharge (other party)	<input type="checkbox"/> Shots Fired (shirby, etc)	<input type="checkbox"/> _____

Responders

Agency or Company	Name	Badge #, ID # or Title	Report #

Vehicle(s) Involved

A1 Year: _____ Make: _____ Model: _____ LIC#: _____ Operated by: _____
 Damage/Loss/Other: _____

A2 Year: _____ Make: _____ Model: _____ LIC#: _____ Operated by: _____
 Damage/Loss/Other: _____

Victim(s)

V1 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Injured or Lost: _____
 Phone(s): _____

V2 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Injured or Lost: _____
 Phone(s): _____

Suspect(s)

S1 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Further Description: _____
 Phone(s): _____
 Alleged Offense(s): _____

S2 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Further Description: _____
 Phone(s): _____
 Alleged Offense(s): _____

Witness(es)

W1 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Witness Statement: _____
 Phone(s): _____

W2 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Witness Statement: _____
 Phone(s): _____

Describe Incident in Detail

Continued on next page

Victim(s)

V1 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Injured or Lost: _____
 Phone(s): _____

V2 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Injured or Lost: _____
 Phone(s): _____

Suspect(s)

S1 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Further Description: _____
 Phone(s): _____
 Alleged Offense(s): _____

S2 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Further Description: _____
 Phone(s): _____
 Alleged Offense(s): _____

Witness(es)

W1 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Witness Statement: _____
 Phone(s): _____

W2 Name: _____ MF: _____ Age: _____ DOB: _____
 Address: _____
 Witness Statement: _____
 Phone(s): _____

Describe Incident in Detail

Continued on next page

All Special Incident Reports can be digitized and reported to SFSWMA electronically.



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Blackstone Security Services, Inc. ® Policy on Substance Abuse

Purpose

The purpose of this document is for Blackstone Security Services, Inc. ® to clearly define the Company policy regarding drug & alcohol abuse, and to provide guidance to Supervisors & Managers in addressing possible substance abuse issues.

Scope

This document applies to all employees of Blackstone Security Services, Inc. ® at all levels.

Policy

- A. Blackstone Security Services, Inc. ® recognizes that drug and alcohol abuse may have an adverse effect on job performance.
- B. It is the employee's responsibility to demonstrate satisfactory job performance at all times.
- C. Reporting for work under the influence of drugs or alcohol, or any substance that impairs an employee's mental or physical skills, will not be tolerated.
- D. Refusal to submit to reasonable testing can subject the employee to disciplinary action up to and including dismissal.
- E. Under no circumstances will an employee be allowed to operate a motor vehicle or operate equipment when it reasonably appears that his/her ability to do so safely is impaired.
- F. A Supervisor should not act as a counselor or attempt to diagnose an employee's problems.
- G. A Supervisor's role is to monitor job performance, and to make a Supervisory referral to Human Resources if necessary.
- H. Confidentiality is vital and any employee breaching confidentiality in a matter of drug and/or alcohol abuse will be subject to disciplinary action.
- I. Employees are prohibited from reporting for work after using over the counter or prescription medications that may impair their ability to satisfactorily & safely complete their duties. It is the duty of the employee to discuss any medications with their pharmacist or doctor.
- J. The unauthorized use of, sale, purchase, or possession of alcohol, HGH, illegal drugs, and/or controlled substances, at the workplace or away from the workplace is a crime under State and Federal Law and is therefore prohibited to the degree that such action would be grounds for immediate dismissal.
- K. The use of controlled substances, with a valid prescription, may be permissible if the substance does not impair job performance, and only if the Manager is notified in advance of such use. The misuse of such controlled substances, even with a valid prescription, or the use of controlled substances with the knowledge that use will likely impair job performance, may also subject the employee to appropriate disciplinary action.
- L. An employee who reports to work and is suspected to be under the influence of alcohol, any drug, a vapor-releasing substance containing a toxic substance, or any combination of liquor, drugs, and vapor-releasing substances will be subject to reasonable cause testing.



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- M. The consumption of alcohol is prohibited during the employee's business hours and/or during overtime, on call time, lunch breaks, smoke breaks, and/or any other type of break.
- N. No employee may purchase or consume alcoholic beverages and/or illegal substances while in uniform whether on or off duty.
- O. No alcohol consumption within eight (8) hours prior to reporting for duty on any site.

Types of testing

- A. PRE-EMPLOYMENT – As a condition of employment potential employees may be asked to submit to a drug screen prior to beginning employment with Blackstone Security Services, Inc.®
 - 1. This pre-employment drug screen may take place in the office or any other location as designated by the Human Resources Manager.
 - 2. This pre-employment drug screen may take place in the form of saliva, urine, blood, or other such form of testing as designated by the Human Resources Manager.
 - 3. The result of the pre-employment drug screen is good for 30 days. If the employee has not started work within that 30-day period, then at the Human Resources Manager's discretion a new drug screen may be required.
 - 4. If a medical condition exists which hinders the individual's ability to take one type of test, they must notify the Human Resources Manager and another test will be designated as the Human Resources Manager may select.
- B. REASONABLE CAUSE- Blackstone Security Services, Inc.®, as an employer, has an obligation to ensure the safety of its employees, clients, and general public.
 - 1. Reasonable cause testing may be conducted when one, or two Supervisors when feasible, have observed and documented conduct and/or behaviors that may signal impairment of an employee in the workplace, which includes: if encountered on the way to the workplace, within 8 hours of a duty assignment, or at any time while in uniform, while on duty or not.
 - 2. Reasonable cause testing may be conducted when Blackstone Security Services, Inc.® receives information regarding an employee and his/her use of an illegal substance, misuse of prescription medications, and/or the consumption of alcohol during work hours.
- C. FOLLOW UP – An employee who tests positive for alcohol and/or drug use will be disciplined up to and including immediate dismissal. An employee who refuses to abide by this policy and/or testing procedures will immediately be terminated from employment.
- D. RANDOM – All employees are subject to random drug and/or alcohol screens at any time in their employment.
- E. POST ACCIDENT – All employees are subject to a drug and/or alcohol screen after an accident in the workplace.

Substances tested for and alcohol concentration cutoff level

Blackstone Security Services, Inc.® may test for any of the following during a pre-employment, random, investigative, and/or post-accident drug screen:

- Cannabinoids
- Cocaine
- Barbiturates



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- Benzodiazepines
- Propoxyphene
- Methadone
- Opiates
- Phencyclidine
- Amphetamines

When a Breath or Blood Alcohol test is administered during a random, investigative, and/or post-accident screening, an alcohol level of 0.02 or higher will be considered positive.

Employee responsibilities

- All employees of Blackstone Security Services, Inc. ® are expected to report to work in a state of readiness to perform their job duties and responsibilities to the best of their ability without being under the influence of any substance that impairs their duties or presents a hazard to themselves, their co-workers, the clients, and the general public.
- Employees are prohibited from reporting to work after using over-the-counter or prescription medications that impair job performance. Employees should discuss potential side effects of any medications with their medical doctor and/or pharmacist.
- An employee using over-the-counter and/or prescribed medications, which could impair the employee's job performance, must report the name of the medication to the Manager. The reason for the use shall be confidential and is not required to be reported.
- Employees who feel they may have an issue with drug or alcohol dependency may speak to the Human Resources Manager about the issue. It does not constitute Blackstone Security Services, Inc. ® condoning the use, nor does it imply that Blackstone Security Services, Inc. ® would seek counseling for the employee.
- If an employee voluntarily brings an issue of dependency to the Human Resources Manager they may, at the company's discretion, be granted a leave of absence to seek treatment without the reported dependency or the leave of absence affecting their standing in the company.
- Blackstone Security Services, Inc. ® will not offer Workman's Compensation Insurance, or any other type of Insurance to assist in paying for any dependency treatment.

Supervisor Responsibilities

- If a Supervisor has reasonable grounds to believe that an employee is under the influence of drugs or alcohol when reporting for work or during the work shift, then the Supervisor has a responsibility to investigate the employee's condition and relieve the employee of his/her duties if appropriate.
- The possibility of liability to Blackstone Security Services, Inc.®, and/or its clients exists if a Supervisor allows an employee they suspect to be under the influence of drugs or alcohol to continue working.
- If at all possible the Supervisor should stop the employee from operating any equipment and/or vehicles, to include personal vehicles.
- Managers, Supervisors, and any other employee representatives play a critical role in the understanding, implementation, and monitoring of a successful drug and alcohol abuse policy.
- It is the responsibility of Supervisors at every level to monitor employee job performance and conduct, and to take appropriate action if impairment on the job is suspected.



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- F. A Supervisor should never attempt to diagnose an employee's problem or attempt to suggest a course of treatment.
- G. If a Supervisor observes an employee who seems to be under the influence of drugs and/or alcohol, he/she should, if practical, seek the opinion of at least one additional Supervisor or management representative.
- H. Reasonable cause should exist before requesting the employee take any of the possible and accepted tests for a drug or alcohol screen.
- I. Reasonable cause may include a combination of various factors such as the following list (note: this list is not all inclusive of possible signs of impairment):
 - Slurred speech
 - Red eyes
 - Dilated Pupils
 - Incoherence
 - Unsteadiness on feet
 - Smell of alcohol or marijuana coming from the employee's breath, body, or clothes
 - Inability to carry on a rational conversation
 - Increased carelessness
 - Erratic behavior
 - Inability to perform job duties that were previously done with no difficulty
 - Inexplicable and/or uncontrolled rage
 - Other unexplained behavior or physical changes

The Supervisors shall document these observations in writing. This report shall be given to the Human Resources Manager at the earliest possible moment.

- J. If the Supervisor determines that reasonable suspicion of impairment exists, the employee should not be allowed to drive and will be directed to accompany the Supervisor to a designated drug/alcohol screening facility such as an Urgent Care or other established Medical Facility for an approved drug and/or alcohol screening.
- K. Employees should be made aware of the following:
 - 1. The tests will be conducted "on the clock" and the employee's time will be paid at an hourly rate as this is part of his/her job requirements.
 - 2. The tests will be paid for by Blackstone Security Services, Inc.®
 - 3. Refusal to take the tests or sign the release of information forms will result in disciplinary action up to, and including, immediate dismissal.
 - 4. If the employee appears to be physically or mentally impaired, the Supervisor has the discretion of refusing to allow the employee to drive themselves home. The Supervisor will either drive the employee home, or the company will pay for alternative transportation such as a taxi. It will be the responsibility of the employee to find a way to return to their vehicle at a later time.
- L. A Supervisor who observes an employee selling, purchasing, transferring, using, or possessing alcohol or drugs while on the job should take immediate and appropriate action, which may include contacting the Police Department.
- M. The Supervisor's observations must be put into writing as soon as is practicable, as well as any discussions held with the employee. The Supervisor must then share the documentation with his/her own Supervisor and the Human Resources Manager as soon as possible to seek



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guidance.

- N. The Human Resources Manager and President/CEO of Blackstone Security Services, Inc. ® are the final authorities on what action can, and/or will be taken.

Any violations of this policy may be subject to disciplinary action up to and including termination.



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Emergency Protocol

Blackstone's Emergency Protocols are designed to adapt to those of our clients and are based on a combination of methods endorsed by **ASIS**, formerly known as the American Society of Industrial Security, and the Institute for Crisis Management (**ICM**). These organizations cover emergencies from bomb threats and emergency evacuations to crisis management.

This is a major benefit to SFSWMA because Blackstone personnel can hit the ground running in the event of an emergency. Additional briefings to include local and state authorities during the transition phase will update our security personnel on any changes in protocols and afford us the opportunity to provide input. As always, Blackstone recognizes that many of SFSWMA emergency protocols are critical to the safety of its employees and first responders. These protocols are labeled "sensitive" and are available only on a need-to-know basis by formal request. Blackstone will continue to treat this information as highly confidential.

Blackstone understands that emergency plans are only as good as the communications matrix that supports them. As stated in the **ASIS Emergency Planning Handbook** (2003, p. 46), "One of the most important ingredients in effectively managing an emergency event is communications." Emergency Communications will be performed in accordance with The Community established policies and procedures.



Blackstone's membership in InfraGard®, ListServ and the Arizona Counter Terrorism Information Center (**AcTIC**) will pay major dividends to SFSWMA. InfraGard is a national infrastructure information sharing program between the FBI and the private sector. This partnership protects the United States and its critical infrastructures from terrorists and other criminal threats. Blackstone routinely receives Situation Reports (SitReps) such as the Fourth of July Security Awareness bulletin, shown below:



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ROLL CALL RELEASE

In Collaboration with the JCAT
FOR POLICE, FIRE, EMS, and SECURITY PERSONNEL



28 June 2013

(U//FOUO) Fireworks as an Improvised Explosive Device Component

(U//FOUO) Recent incidents in the Homeland demonstrate that consumer fireworks—widely used during the upcoming 4 July 2013 celebrations—can be misused by criminals and violent extremists to construct improvised explosive devices (IEDs). Consumer fireworks are defined as devices that produce audible and visible effects by combustion, containing between 50-130 milligrams of explosive material. They are banned in Delaware, Massachusetts, New Jersey, and New York.



UNCLASSIFIED
(U) Recovered Fireworks-Boston April 2013

- » (U//FOUO) Fireworks were recovered in a backpack belonging to one of the suspects in the 15 April 2013 attack on the Boston Marathon, according to a federal complaint.
- » (U//FOUO) Consumer fireworks components were recovered from a complex IED on 20 July 2012 during a search of the apartment of the suspect in the Aurora, Colorado theater shooting, according to court records.
- » (U//FOUO) The IEDs used in the 1 May 2010 attack in Times Square incorporated a large number of consumer fireworks.

(U//FOUO) The indicators listed below may be, by themselves, lawful conduct or behavior. The totality of behavioral indicators and other relevant circumstances should be evaluated when considering any law enforcement response or action.

- » (U) Purchasing unusually large quantities of fireworks in a manner inconsistent with lawful use or during off-season months;
- » (U) Expressing interest in harvesting the materials from fireworks;
- » (U) Inquiring at a level beyond mere curiosity about the potential damage fireworks could cause, such as making inquiries about using fireworks to propel fragmentation;
- » (U) Evidence of disassembly of fireworks, such as discarded empty containers with no signs of burning.

(U) Report Suspicious Activity

(U) To report suspicious activity, law enforcement, Fire-EMS, private security personnel, and emergency managers should follow established protocols; all other personnel should call 911 or contact local law enforcement. Suspicious activity reports (SARs) will be forwarded to the appropriate fusion center and FBI Joint Terrorism Task Force for further action. For more information on the Nationwide SAR Initiative, visit <http://nsi.ncirc.gov/resources.aspx>.

IA-0142-13

(U) Prepared by the Office of Intelligence and Analysis, Homeland Counterterrorism Division, Terrorist Targets and Tactics Branch and the FBI National Explosives Task Force. This product is intended to assist federal, state, local, tribal, territorial, and private sector first responders in effectively deterring, preventing, preempting and responding to terrorist attacks against the United States. Coordinated with the DHS National Protection and Programs Directorate, Office of Infrastructure Protection; Office of Bombing Prevention; and the Joint Counterterrorism Assessment Team (JCAT).

(U) Warning: This document is UNCLASSIFIED//FOR OFFICIAL USE ONLY (U//FOUO). It contains information that may be exempt from public release under the Freedom of Information Act (5 U.S.C. 552). It is to be controlled, stored, handled, transmitted, distributed, and disposed of in accordance with DHS policy relating to FOUO information and is not to be released to the public, the media, or other personnel who do not have a valid need to know without prior approval of an authorized DHS official. State and local homeland security officials may share this document with authorized critical infrastructure and key resource personnel and private sector security officials without further approval from DHS.

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Blackstone accesses this critical information from the FBI through ListServ, an electronic mailing that transmits daily news, bulletins, alerts and general information directly from the InfraGard Program Office. This gives Blackstone staff and guards the most recent information available on threats that might affect public or private property.



Watch Center, also known as the Texas Fusion Center is a joint effort between the Department of Public Safety, Texas Department of Homeland Security, the FBI and a number of other information sharing agencies. The **Watch Center** supports Texas Homeland Security by providing intelligence, investigative and technical support to Federal, State and Local agencies and other agencies critical to keeping the state secure from terrorist incursions.

Blackstone's internal corporate policy calls for a periodic review of its emergency protocols in relation to emergency procedures for client public agencies and client commercial properties that are subject to emergency planning requirements. For all Blackstone clients in Texas, emergency protocols developed are in accordance with **Chapter 418 Subtitle C**, Emergency Management, of the Texas Government Code.

All emergency security concerns follow established procedures to expedite satisfactory resolutions at Blackstone. In an emergency, the security guard will immediately contact the appropriate emergency responders, client and the Blackstone Supervisor, who will put the emergency protocol into action. Situations that escalate to unmanageable status immediately trigger increased mobilization of all available personnel.

In an emergency situation where, normal communications are not permissible, security can indicate that there is a crisis with a confidential "duress word". In this case the Blackstone Supervisor immediately notifies emergency responders, the Account Manager, District Manager and the CEO. This triggers a recall that places all available guards on standby status for activation according to the emergency plan. This recall is expedited by Blackstone's company-wide, web-based accessed Blackstone Personnel Management System (BPMS) by InTime™, which allows Supervisors and Security Personnel to access the daily roster from any location.



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Screening and Hiring

Compliance

Blackstone submits all potential employees through a rigorous battery of background checks, some of which are conducted by the National Crime Information Center (**NCIC**) and the Federal Bureau of Investigation (**FBI**). These background checks include searches for derogatory information. Blackstone verifies the prospective employee's citizenship or proof of legal residence through The Department of Homeland Security's U.S. Citizenship and Immigration Services and E-Verify. Blackstone drug tests employees before they are accepted for employment. Blackstone also uses TLO Online and Tracers Info Investigative Systems to augment all applicable back ground screenings. All Blackstone Security personnel must have a current State Guard Card issued by the State Department of Public Safety (DPS) before being assigned to any post. All of Blackstone's hiring procedures are in compliance with **8 USCA 1324** regarding laws of knowingly employing illegal aliens, as well as Title VII of the Civil Rights Act of 1964, American with Disabilities Act, the Immigration Reform and Control Act of 1986, the Drug Free Workplace Act of 1989, the Age Discrimination in Employment Act, the Vietnam Era Veterans' Readjustment Assistance Act, and the Rehabilitation Act.

Blackstone's screening process and hiring guidelines adhere to all of the following requirements as set forth in applicable State Statues, Laws and Regulations:

- A. An applicant for a security guard registration certificate issued pursuant to this article shall:
1. Be at least 18 years of age.
 2. Be a citizen or legal resident of the United States who is authorized to seek employment in the United States.
 3. Not have been convicted of any felony or currently be under indictment for a felony.
 4. Within the five years immediately preceding the application for an associate, security guard or Armed security guard registration certificate, not have been convicted of any misdemeanor act involving:
 - (a) Personal violence or force against another person or threatening to commit any act of personal violence or unlawful force against another person.
 - (b) Misconduct involving a deadly weapon.
 - (c) Dishonesty or fraud.
 - (d) Arson.
 - (e) Theft.
 - (f) Domestic violence.
 - (g) Sexual misconduct.
 5. Not be on parole, on community supervision, on work furlough, on home arrest, on release on any other basis or named in an outstanding arrest warrant.
 6. Not be serving a term of probation pursuant to a conviction for any act of personal violence or domestic violence.
 7. Not be either of the following:
 - (a) Adjudicated mentally incompetent.



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- (b) Found to constitute a danger to self or others.
8. Not have been convicted of acting or attempting to act as an associate security guard or armed security guard without a license if a license was required.
 9. Not be a registered sex offender.

Above and beyond the mandated minimum requirements, Blackstone security personnel assigned to posts for SFSWMA:

- Must provide professional and personal references
- Must have a verifiable, stable, five-year work history
- Must have reliable transportation
- Must attend a mandatory eight (8) hour training program
- Must have adequate hearing to perform security related jobs, i.e. the ability to hear normal conversation at 20 feet
- Must have correctable vision to 20/30
- Must have a valid telephone number
- Must be able to differentiate between standard colors
- Must be mentally alert, exercise good judgment and follow instructions
- Must have proportionate height and weight
- Must possess a valid State driver's license
- Must consent to be fingerprinted and submit to a background check
- Must successfully complete additional training required by SFSWMA
- Must pass a drug screening (at Blackstone's expense) and remain drug free
- Must possess a high school diploma or equivalent (GED)
- Must be computer literate and experienced with Microsoft Office
- Must not have been convicted of any crimes involving moral turpitude, or any crime involving the use or possession of a dangerous weapon
- Must speak, read and write English and be capable of maintaining activity logs and other reports, read post orders, and communicate in English
- Must possess and carry their guard license and identification on their person at all times and produce them upon request/inspection
- Must possess thorough understanding of all laws, regulations, procedures and rules pertaining to the detention of any individual
- Must not allow unauthorized persons into any restricted area and enforce "no smoking" regulations
- Must be able to physically perform normal to arduous physical activity without undue strain, i.e. stand, walk or patrol their entire shift, climbing of stairs and/or ladders, lift or carry objects up to fifty (50) pounds, and defend themselves and SFSWMA employees and vendors from Armed and Unarmed attacks
- Will have at least one year of experience providing security services (critical and armed guards will have at least two years of experience)

Mandatory performance reviews are conducted at thirty (30) days, ninety (90) days and annually thereafter by Blackstone's Operations Department. Annual drug screenings are performed as part of the review process.



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Blackstone applicants also are screened for the following personal characteristics and skills:

- Tact
- Dependability
- Honesty
- Responsibility
- Courtesy
- Cooperation
- Social awareness
- Cultural sensitivity
- Emotional stability
- Sound judgment
- Flexibility
- Personal hygiene

Any Blackstone employee who is injured or becomes ill on the job must report directly to Dispatch or the designated Supervisor on duty before any other action is taken. The Supervisor will pass the information on to Blackstone Human Resources and Blackstone's Operations Department, and the situation will be handled appropriately from there, depending on the circumstances of the incident.

Security guards will be removed from their SFSWMA post for any of the following (but not limited to these) arrests or convictions:

- Any felony offense
- Any drug offense
- Any offense involving assault or threats of violence
- Any theft, fraud or financial crimes offense
- Any arson offense
- Any sexual misconduct offense
- Any offense of misconduct involving a deadly weapon
- Driving while intoxicated, reckless driving, or excessive traffic violations within a three-year period prior to assignment on a SFSWMA post
- Any other offense deemed detrimental to the best interests of SFSWMA



Blackstone's Pre-Assignment Training Curriculum

Blackstone Security guard personnel are required to attend an initial training course over an eight-hour formal classroom instructional setting. In addition, all guard personnel are required to attend a refresher course of the same length and content to renew the license every two years. The initial and refresher training consists of the following areas of instruction:

- Orientation – an introduction to the concept of security
- Criminal Law and Laws of Arrest (Legal Authority)
 - Authority and Responsibility of a Security Guard
 - Definitions
 - Authority and Limitations
 - Justification of Civil Liability
 - Laws of Arrest
 - Interface with and Assisting Law Enforcement
 - Preventing offenses and aiding officers
 - Right to command aid for execution of process and punishment for resisting process
 - Duty of officers to disperse unlawful assembly
 - Arrest
 - Arrest by a Private Person
 - Method of Arrest by a Private Person
 - Duty of a Private Person after making an arrest
 - Search and Seizure
 - Amendment IV Rights
 - Unlawful search and seizure
 - Criminal Law
- Uniform and Grooming
 - State Law pertaining to uniforms
 - Authorized uniform by Law and Agency
 - Responsibility of the guard
 - Basic hygiene policies
- Communications
 - Written Communication
 - Report Writing
 - Forms to use
 - Grammar
 - Spelling
 - Note taking
 - Who, What, Where, When and How
 - Verbal Communication
 - Interpersonal Communications / Human Relations
 - Physiological responses to stress
 - How to lower the stress level
 - Bridging communication barriers



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- Electronic Communications
 - Telephone procedures
 - Radio procedures
 - Use of panic button devices
 - Emergency reporting devices
 - Smart phone applications
 - Tablet applications and programs
- Use of Force and Levels of Force
 - Justification
 - Definitions
 - Physical Force
 - Deadly Physical Force
 - Levels of Control
 - Definition of Control
 - Control variable
 - Levels of Force
 - Guard presence
 - Verbal
 - Empty hand control
 - Less than lethal control
 - Elements of lethal force
 - Elements of resistance
 - De-escalation of force
 - Handcuffs and restrains
- Crime Scene Preservation
 - Responsibilities
 - Reasons for denial of entry to a crime scene
 - Procedures to protect a crime scene
- First Response
 - Immediate actions
 - Notify appropriate emergency response units
 - Notify all persons in the immediate area
 - Protect life
 - Protect property
 - Prevent loss
 - Protect evidence
 - Evacuate as needed
 - Secure the scene
 - Provide emergency responders with directions and a person to lead
 - Remain on scene until released by emergency responder command
 - Record all times and actions to include
 - Time of incident
 - Time area was secured
 - Time of emergency responders to the scene



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- Time emergency was controlled by responders
- Time scene was cleared by responders and released.
- Ethics
 - Moral Character
 - On duty standards
 - Off duty standards
 - Driving standards
 - Sexual Harassment
 - Verbal
 - Non-verbal
 - Innuendos
- General Security Guard Procedures
 - Required and recommended equipment
 - Customer Service Best Practices
 - Vehicles Safety Programs
 - Defensive Driving
 - Special Equipment Training
 - Golf Cart
 - T3 Cart
 - Gator gas operated cart
 - Electric gates and lock

In addition to State required training, ***Blackstone Security Services provides cost-free training to enhance the professionalism and competence level of our guard force.*** All the training below is provided to the guard force at no cost to the guard and is designed to prepare a security guard to provide the highest effective service to our clients on any type of site from the basic parking security to the reception area of a high-rise building. The training program increases the Blackstone Security Guard's ability to deal with a myriad of persons and situations that will help to protect SFSWMA interests and liabilities.



Blackstone's Guard Progression Plan

Blackstone Security uses a modular training approach to qualify guards at all levels. Each new hire is required to attend an initial training course over an eight-hour formal classroom instructional setting. Once this has been completed, the guard may move forward in the process to gain promotion to the next higher guard bracket by completing specific modules of instruction. Completion of each module is required for advancement and qualification for advanced positions. This progression system is separate of all State Levels of Guard License. The modular training approach applied through the Blackstone Edge Training System is as follows:

1) Guard Level 1:

- 1) Initial classroom training course.
- 2) Blackstone required training courses prior to hire date to include:
 - i. Drug and Alcohol Program and Screening
- 3) Blackstone required orientation and training courses prior to assignment to include:
 - i. Blackstone Safety Program
 1. Accident prevention
 2. House Keeping
 3. Construction Site Safety
 4. Reporting employee accidents
 5. Fire alarms and extinguishers
 - ii. Chain of Command (Organizational Chart)
 - iii. Disciplinary Actions Policy
 - iv. Payroll system
 - v. Administrative action requests
 - vi. Blackstone General Orders
 - vii. Reading and Understanding Post Orders
 - viii. Basic Security Officer Training
 - ix. Introduction to asset protection and security
 - x. Report Writing
 1. Daily Activity Reports
 2. Special Incident Report
 3. Statements
 - xi. Client Confidentiality / Public Statements
 - xii. Emergency contact protocols
 - xiii. Telephone Procedures and etiquette

2) Guard Level 2:

- 1) Blackstone required training for Guard Level 1 and the following:
 - i. Good report writing
 - ii. Observation skills
 - iii. Customer Service Best Practices
 - iv. Being assertive without being rude
 - v. Dealing with trespassers



- vi. Dealing with the intoxicated individual
- vii. Handling an irate individual and accessing situations
- viii. Metal detectors and X-ray machines
- ix. Security officer safety
- x. Emergency situations
- xi. Fire protection and life safety
- xii. Fire apparatus and responses
- xiii. Event security
- xiv. Parking lot security

3) Guard Level 3:

- a. Blackstone required training for Guard Level 1
- b. Blackstone required training for Guard Level 2 and the following:
 - i. Patrols and fixed posts
 - ii. Fire protection and life safety
 - iii. Ethics, deportment and professional conduct
 - iv. Dealing with the elderly
 - v. Interaction with disturbed persons
 - vi. Dealing with the mentally ill
 - vii. Traffic control and safety
 - viii. Loss prevention

4) Supervisor Level 1:

- a. Blackstone required training for Guard Level 1
- b. Blackstone required training for Guard Level 2
- c. Blackstone required training for Guard Level 3 and the following:
 - i. Safe driving for security officers
 - ii. Effective interviewing
 - iii. Legal aspects of arrest and detention
 - iv. Security and police relations
 - v. Handling customer complaints
 - vi. Public relations – handling crises and the media
 - vii. Defusing conflict and crisis
 - viii. Alarm calls and building searches
 - ix. Radio and telephone communications

5) Supervisor Level 2:

- a. Blackstone required training for Guard Level 1
- b. Blackstone required training for Guard Level 2
- c. Blackstone required training for Guard Level 3
- d. Blackstone required training for Supervisor Level 1 and the following:
 - i. Public relations
 - ii. Avoiding the lawsuit



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- iii. Criminal law and criminal liability
- iv. Use of force – concepts and principles
- v. Investigations
- vi. Search and seizure
- vii. Physical security and crime prevention
- viii. Fitness for duty
- ix. Communication with angry people

6) Supervisor Level 3:

- a. Blackstone required training for Guard Level 1
- b. Blackstone required training for Guard Level 2
- c. Blackstone required training for Guard Level 3
- d. Blackstone required training for Supervisor Level 1
- e. Blackstone required training for Supervisor Level 2 and the following:
 - i. Train the Trainer Program (Training subordinate Supervisors)
 - ii. The prevention and detection of employee theft
 - iii. Protests and demonstrations
 - iv. Domestic terrorism
 - v. Workplace violence prevention
 - vi. Dispatch operations
 - vii. Verbal Judo – The art of communication
 - viii. Verbal Judo – The art of mediation



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Employee Benefits

University of Phoenix Partnership



To further enhance our employee development and continue improving our services, Blackstone forged an academic partnership with University of Phoenix that gives our managers and security officers a significant tuition discount when they enroll in any degree program, certificate program or individual course. This includes security and management courses in the University's College of Criminal Justice and Security. The partnership is part of the University's Workforce Solutions Education Partner Grant Program.

Blackstone is the only Southwest-based security company that has this agreement with the University of Phoenix.

The benefits of such an agreement to SFSWMA and other Blackstone clients cover the complete gamut of their security needs. SFSWMA has access to a staff that is constantly improving because they are taking advantage of bachelor's degree classes and certification programs taught by credentialed faculty members, some of whom are chiefs of police, sheriffs, judges, wardens and security executives.

A few of the topics that will be covered in the Organizational Security and Management Security course include:

- Management in Organizations
- Overview of Business and Security Issues
- Security Role for Managers
- Security relationships, and
- Security Specializations and Programs

Additional benefits are available to Blackstone employees include:

- A Credit Recommendation Guide specifically for Blackstone employees to help students transition completed Blackstone Security training and development courses into elective credit through the PLA process – and all fees associated with the process are waived, a **significant savings.**



- Access to innovative education technologies including electronic textbooks and course materials, a comprehensive online library, and intuitive writing and math tools.
- A personalized Graduation Team comprising dedicated advisers to support our employees from enrollment to graduation.

The partnership with University of Phoenix is a key asset as Blackstone keeps pace with personnel demands and technological changes in the security industry.

Employee Satisfaction Team (ESAT):

The Employee Satisfaction Team (ESAT) is an employee managed panel of administrative personnel, managers, supervisors, and guards representing all Branches of Blackstone Security. These panel members meet and discuss various programs and ideas to enhance the quality of life, offer more and improved benefits and advantages to all employees, plan and schedule special events and award ceremonies, design and develop new and innovative employee recognition programs, and research and negotiate terms for various discounts and promotions from various vendors. The goal of the Employee Satisfaction Team is to constantly improve the resources and support of our personnel so that we can fully show "The secret to our success is in our people".

Additional benefits Blackstone provides to its employees include:

- Paid vacation (after tenure)
- Partially paid medical benefits
- Two Prescription Medication discount programs
- Verizon Wireless discount for all employees
- Officer of the Quarter/Year and other performance-based incentives
- Company sponsored scholarship program
- New employee referral bonus program
- Employee Network program offering discounts to various events, travel, rentals, etc.



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Method of Approach

For the past 20 years, Blackstone has provided outstanding security coverage to both the public and private sector. We have developed a proven method of approach to fulfilling the requirements of each of our clients. With a combination of hiring and screening of prospective personnel, In-service Training at our corporate facility, a proven Communications Plan, and the processes and procedures of the Operations Department, this molds a qualified guard that will be ready to take ownership of their assigned post. This is founded on our company's Quality Control Program, where we ensure the contract requirements are met or exceeded for every post that is staffed with trained personnel.

Knowing the range of services that each client requires, we modify our approach to fulfilling the requirements that are identified by each client. We understand that communication is the key to successful business relationships, which is the foundation of our company's method of approach, where our Management Team has scheduled meetings throughout the pre-startup and execution of the contract.

This model is carried directly to the guard force, where we have an open-door policy with every member of our Management Team. Any concerns that the guards might have can be brought to the attention of the managers for immediate action.

Upon award, Blackstone will meet with any current security officers contracted to work at SFSWMA that is deemed eligible to be retained for the new contract. Following Blackstone's interviewing process, the number of additional security officers required to fulfill the contract will be determined. Blackstone will then select qualified personnel to fulfill any open posts. Officers designated for assignment at SFSWMA facilities will receive on-site training before manning their post. Additionally, supervisors and rovers will be trained to fill any open spots in the event of illness, injury, and requested guard replacement by SFSWMA, etc. Blackstone intends to use permanent officers at SFSWMA in an effort to maximize each officer's effectiveness as well as build strong communication with SFSWMA staff, and if at any point Blackstone provides security at additional locations, the same policy will be enforced.

Blackstone understands that no post is to be left unmanned at any time. In cases where any security officer does not arrive on his post as scheduled, the Field Supervisor or designee will respond to the site and provide coverage until a qualified replacement is located and arrives on site.



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Cost Savings, Improvement and Recommendations

Blackstone is committed to helping our clients save money. In addition to providing quality security that can reduce theft and other negative incidents. Once Blackstone has assumed responsibilities of SFSWMA security and has a complete grasp of SFSWMA operations and facilities, our management's experience will truly shine. Blackstone's blend of backgrounds in law enforcement, military security, loss prevention and private investigation gives us a unique perspective in the security industry. Whether it involves procedural changes, adjusting schedules to accommodate SFSWMA needs, or technology implementation, SFSWMA can rest assured that Blackstone will continuously share its expertise in an effort to maximize our effectiveness at each site by constantly evaluating the People, Process and Technology (PPT) being utilized.

Blackstone's President & CEO Dan Swindall goes beyond providing clients with technical expertise and vulnerability assessments. He also acts as a mentor for up-and-coming security professionals and authored a monthly article for C-Level Magazine, a publication mailed directly to top executives in their perspective markets. For more information on Dan's articles, see the attachment section of this Proposal, including articles directly covering '*Weighing Risk in a Balanced Budget*' and '*Good Security Begins with Good Threat Assessments*'. To view the articles online, go to <http://bit.ly/VG2tCm>. Additional issues can be viewed by clicking the Archive button near the top left of the screen.



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Transition Process

30 Days prior to startup, Blackstone holds a pre-start up meeting to review the transition plan making any adjustments to contract specifications and assign individual management personnel goals. Hiring process of qualified guards will commence for later review of compatibility to post assignments. Blackstone will also meet with any current security officers that SFSWMA wishes to retain for its properties.

Blackstone's Training program will be modified to the contract requirements for the selected guards for each post and training dates are schedule.

Pre-startup meetings are scheduled weekly with the contract management for any updates or contract changes.

20 Days prior to startup, Blackstone will make contact with SFSWMA for any updates to the contract or scheduled coverage(s). Uniforms are ordered for the hired guards, and a pre-fit is conducted to see if any alterations need to be addressed to provide a professional appearance. Blackstone will schedule training for the hired guards.

15 Days prior to startup, Blackstone will make contact with SFSWMA for any updates to the contract. Blackstone starts in-house training at our corporate facility on any specialized areas that are needed to fulfill the contract requirements. Human Resources will verify all documentation of training and certifications and that all requirements are met.

10 Days prior to startup, a walk-through on all sites with the assigned guards for familiarization of the facilities to better enable them to apply their training and ask questions on assigned duties. A meeting with Blackstone Management Team and SFSWMA will be conducted for review of post orders and site locations.

5 Days prior to startup, Management Team and Blackstone Operations will have a meeting with all assigned guards for any last-minute details or questions on post orders and site locations that need addressed. All necessary equipment will be issued.

On the day of assuming security responsibilities, Members of the Blackstone Management Team will be on site to insure a smooth transition of all assigned guards.

Post-Startup Evaluations

3 Days post-startup, Meeting will be held with the Management Team and SFSWMA to evaluate the start- up and address any discrepancies.

7 Days post-startup, Blackstone will review each post assignment and address any newfound concerns.

14 Days post-startup, Blackstone will review operation procedures and post orders and address any questions that all assigned personnel have.



Blackstone's Quality Control Program is adjusted for each assignment, designed specifically to ensure the contract requirements are met for each post requirement and carried out throughout the term of the assignment. This shall be implemented immediately with random and quarterly employee proficiency evaluations to provide continuous monitoring and training for assigned guards. This will ensure that all assigned Blackstone employees are capable of performing assigned duties and are proficient in the use of security equipment. It is standard procedure that Blackstone's Supervisors conduct unannounced site visits to monitor and test the personnel on each post.



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Section 2 – Firm's Experience

Below are just some of Blackstone's many references:

Phoenix Fire Department
2425 West Lower Buckeye Road
Phoenix, AZ 85009
Jack Ballentine
Security Manager
602-534-5358
Jack.ballentine@phoenix.gov

Blackstone provides 24-hour security for the Phoenix Fire Training Center and Emergency Operations Center by conducting entry control, front desk services, CCTV monitoring and conducting foot patrols. This is a current contract and has remained so for more than ten (10) years.

The City of Glendale
5850 West Glendale Avenue, Suite 270
Glendale, Arizona 85301
Martin Lopez
Security Supervisor, Glendale Police Department
623-930-3056
mlopez@glendaleaz.com

Blackstone has provided security to the City of Glendale at various locations that include the Fire Training Area, City Hall Complex, Recreation Areas and others. Services include foot patrol, mobile patrol, front desk services, customer service assistance, and visitor processing. This is a current contract and was initiated in September 2016.

Maricopa County
401 West Jefferson Street
Phoenix, Arizona 85003
Bradley Cutliffe, Sr., Chief, Security Services
602-506-8350
Bradley.Cutliffe@mail.maricopa.gov

Blackstone has provided both Armed and Unarmed security services to Maricopa County since January 2017. Services provided include Magnetometer and X-ray operations, walking patrols, front desk services, Customer Assistance Services, parking garage monitoring, records monitoring and various other services throughout the governmental buildings occupied by the Maricopa County Government Agencies.



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El Paso International Airport
6701 Convair Road
El Paso, Texas 79925
Alexander Rao, A.C.E., Airport Security Coordinator
915-212-7328
raoas@elpasotexas.gov

Blackstone has provided various security services since June 2015 and continued until June 2018. Daily services included unarmed security officers and mobile patrols. Services include control of vehicle and pedestrian gate access to the secured areas. Specialized training is required for this assignment due to Federal Regulations and frequent TSA inspections.



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Reference Letters:



DINÉ COLLEGE

THE HIGHER EDUCATION INSTITUTION OF THE NAVAJO NATION SINCE 1968

MEMORANDUM

To: Scott Clark, Security Supervisor
Blackstone Security, Inc.

From: Clifford James, Interim- Campus Security Supervisor,
Diné College Campus Security
Tsaile, Arizona

Date: January 5, 2017

Subject: Thank You!

On behalf of the Diné College Staff, Faculty, and Students. I would like to express my sincere thank you on a job well done here on the main College campus. Your company has been very helpful in the College's request for manpower-assistance.

The Diné College Campus Security Department extends its appreciation into the temporary partnership in keeping the Campus safe. Your officers have been very helpful in officer presence situations, backup calls, monitoring, and surveillance for criminal activities. It is Officers such as of this caliber that reaches their missions and goals. Diné College Security Officers have been called to assist the Navajo Nation Police Officers off campus for traffic controls and other public disorder. The Blackstone Security Officers have been of great assistance, in these situations, to perform their duties covering the campus while our officers are attending to these needs.

Kevin, Kendric, Lemanuel, and Darvin have gotten to know the College staff and the College Security Staff. They have truly provided security services with respect, motivation, and honor allowing themselves to grow and enhance their wisdom and knowledge. I commend all of you with great gratitude and well wishes to your next endeavors to protect and serve. Thank You!



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PLAZA
COMPANIES 

Property Management Department
9401 W. THUNDERBIRD ROAD, STE 200
PEORIA, ARIZONA 85361
(623) 972-4400

July 12, 2017

Ms. Jeanne Croft
Blackstone Security Services
6232 North 7th Street, Ste. 107
Phoenix, AZ 85014

RE: Security Guard Services

Dear Jeanne:


I wanted to thank you so much for being so proactive in providing service at Estrella Medical Plaza. In our industry, customer service is always our number one priority – and Blackstone definitely excels in that area. Not only are you and your guards always professional in your dealings, but it's been great to know that we can rely on everyone there for unusual or emergency situations at this or any of our other buildings where we don't typically have guard services. We often learn about a problem at our property even before our engineer is aware because of the communication between your guards and our team. Any time I need a question answered or something researched, I know I can rely on you to respond quickly and work toward a solution to whatever challenges come up.

Also, the two guards who work at the building are friendly and professional, and understand how important our tenants are to Plaza and our building owner. They are always very helpful to our patients and building staff. Post orders are followed and changes implemented quickly, and the guards always look great.

Estrella Medical Plaza is a very large medical building, with hundreds of visitors each day. Thinking about the potential for issues inside the building and in the parking is overwhelming, but with Blackstone's assistance we truly believe the property is in good hands.

If any prospective clients of Blackstone ever has questions regarding your services, please feel free to have them contact me at (623) 344-4548.

Sincerely,



Jeanette M.C. Socaciu, CPM, RPA, FMA
Senior Portfolio Manager



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October 1, 2013

To Whom It May Concern:

It has been my sincere pleasure working with Blackstone Security Services for several years. Their professionalism and work ethic are outstanding. I have observed their abilities on several of our facilities from Fire Administration to our Training Academy campus.

They are competent, hard working, and dedicated. If I ever have a question comment or concern, Blackstone management is always responsive polite and professional. They always provide me with any/all information I may need immediately and without question.

In closing, I would not hesitate to highly recommend Blackstone Security Services. Should you have any questions, please feel free to contact me at 602-534-9875.

Sincerely

Jim Zwerg, AIA
Architect / Facility Manager
Phoenix Fire Department
Facilities Management



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THE STATE OF ARIZONA
GAME AND FISH DEPARTMENT

5000 W. CAREFREE HIGHWAY
 PHOENIX, AZ 85086-5000
 (602) 942-3000 • WWW.AZGFD.GOV

REGION II, 3500 S. LAKE MARY ROAD, FLAGSTAFF, AZ 86005

GOVERNOR
 JANICE K. BREWER
COMMISSIONERS
 CHAIRMAN, ROBERT E. MANSELL, WINSLOW
 KURT R. DAVIS, PHOENIX
 EDWARD "PAT" MADDEN, FLAGSTAFF
 JAMES R. ANMONS, YUMA
 J.W. HARRIS, TUCSON
DIRECTOR
 LARRY D. VOYLES
DEPUTY DIRECTOR
 TY E. GRAY



July 1, 2014

Mr. Ken Vandiver
 Director of Operations
 Blackstone Security Services, Inc.
 2400 W. Dunlap Avenue, Suite 225
 Phoenix, AZ 85021


Dear Ken,

On behalf of the Arizona Game and Fish Department, I wanted to thank Blackstone Security and your staff for partnering with us on the recent Virgin River Project. As you are aware this was a very complex project with varying security needs, and was one of the largest projects carried out by our Department in recent years.

Your staff worked long overnight hours, aligned themselves with the mission of the project, and performed assigned duties in a professional manner. I especially appreciated your command structure of having an officer in charge present for the entire project. His presence allowed me to focus my energy on the project while he handled employee assignments, performed routine supervision, and ensured accurate time reporting.

The addition of your staff to the project helped position the Department and our partners for success. We thank you, and look forward to future opportunities to work with Blackstone Security.

Sincerely,


 Luke Thompson
 Field Supervisor – Arizona Strip
 AZ Game and Fish Department
 Region II – Flagstaff
 3500 S. Lake Mary Road
 Flagstaff, AZ 86001
 928-856-0724



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CENTRAL CONSOLIDATED SCHOOL DISTRICT # 22
Operations Office

P.O. Box 1199, Shiprock, NM 87420
US Hwy 64 Old High School Rd
Business Office • 505-598-5834/598-9684 • Fax 598-6626
Personnel • 505-598-1018/368-4963 • Fax 598-1019
Administration • 505-368-4984 • Fax 505-368-5232

May 25, 2016

RE: Reference for Blackstone Security

Dear Madam or Sir:

This letter of reference is in relation to Blackstone Security. During the past year, Blackstone Security has provided fantastic service to our school district. Their staff have been professional, courteous, and dependable.

We have called on their services during emergency situations and have been very pleased with their quick response to our unfolding needs.

Their prices are reasonable for the industry.

Please contact me if you have any additional questions.

Thank you,

Eric W. James
Director of Operations



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March 11, 2016

Blackstone Security Services

Attn: Jeanne Croft

Re: Letter of Reference

To whom it may concern:

Blackstone Security is Sun State Builders preferred vendor for security services. Our rep, Jeanne Croft, is knowledgeable and provides excellent customer service every time we call. Within minutes of placing an order we have a detailed security agreement in hand. Jeanne is upfront and honest and we never have to be concerned of hidden fees or upcharges. We appreciate this level of service and this makes working with Blackstone easy and efficient.

The security staff of Blackstone is prompt, and attentive. They work well with our superintendents on site and keep excellent records while on duty. They handle situations with a professional demeanor making sure to alert the office of any incident.

Sun State would recommend Blackstone to anyone needing professional and reliable security service.

Sincerely,

Missy Peterson
Project Coordinator

Established September 1971

General Contractor • Construction Management • Development
1050 West Washington Street • Suite 214 • Tempe, Arizona 85281-7213
Phone 480-894-1236 • Fax 480-968-8826
State of Arizona B-01 General Commercial Contractor License No. R00072569



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Ms. Jeanne Croft
Executive Vice President
Blackstone Security Services, Inc.
2400 W. Dunlap Ave. Suite 225
Phoenix, AZ 85021

Dear Ms. Croft:

I would like to convey to you my extreme satisfaction with the performance of your security personnel standing post at the Arizona State University School of Art. They are professional, friendly and courteous. Our students say they feel safe and secure at this site knowing your employees are on the job. Their temperament appears to be a perfect fit for an academic environment.

Your security personnel are prompt and pay particular attention to the details of their duties. I would recommend Blackstone to anyone needing reliable, professional security service. Thanks for being our security company. I look forward to our continued relationship.

Sincerely,

George Harris
ASU School of Art

School of Art

PO Box 871505 Tempe, AZ 85287-1505
(480) 965-8521 Fax: (480) 965-8338 art.asu.edu



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RUAN

Date: 08/01/2016

TO: Blackstone Security

FROM: Ruan Transportation

To whom it may concern:

This letter is my personal recommendation for Blackstone Security Services. I have been using Blackstone for the last couple of years without incident. It has been a pleasant experience as Blackstone has always been aware of our needs and exceeding my expectations.

The guards provided were always professional in their appearance, attitude and performance. The Blackstone Security team is outstanding and proved to be a viable solution to our security concerns.

Best Regards,

Dave Cochran
Terminal Manager
Ruan Transportation Corp.
4880 West Watkins
Phoenix, AZ 85043



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DEPARTMENT OF VETERANS AFFAIRS
Center for Verification and Evaluation
Washington DC 20420

March 30, 2017
In Reply Refer To: 00VE

Mr. Daniel L. Swindall
Blackstone Security Services, Inc.
DUNS: 018655771
2400 West Dunlap Avenue, Suite 225
Phoenix, AZ 85021

Dear Mr. Swindall:

On behalf of the U.S. Department of Veterans Affairs (VA), Center for Verification and Evaluation (CVE), I am writing to inform you that Blackstone Security Services, Inc. has been verified as a Veteran-Owned Small Business (VOSB) and added to the Vendor Information Pages (VIP) at <http://www.vip.vetbiz.gov>. Blackstone Security Services, Inc. will be eligible to participate in Veterans First Contracting Program opportunities with VA.

This verification is valid for three years from the date of this letter. Please retain a copy of this letter to confirm Blackstone Security Services, Inc.'s continued program eligibility in accordance with 38 Code of Federal Regulations (CFR) § 74.12. You may reapply 120 days prior to your expiration date by logging in to your VIP profile.

To promote Blackstone Security Services, Inc.'s verified status, you may use the following link to download the logo for use on marketing materials and business cards: http://www.vetbiz.gov/cve_completed_v.jpg. In addition, please access the following link for information on next steps and opportunities for verified businesses: <http://www.va.gov/osdbu/verification/whatsNext.asp>.

To ensure that Blackstone Security Services, Inc. is correctly listed in the Vendor Information Pages, check Blackstone Security Services, Inc.'s profile for the verified logo. Please notify us if the logo is not present within 72 hours of receipt of this letter.

While CVE has confirmed that Blackstone Security Services, Inc. is presently, as of the issuance of this notice, in compliance with the regulation, Blackstone Security Services, Inc. must inform CVE of any changes or other circumstances that would adversely affect its eligibility. Eligibility changes not reported to CVE within 60 days could result in a referral to the Office of Inspector General (OIG), a referral to the Debarment and Suspension Committee, and the initiation of cancellation proceedings—all of which could result in Blackstone Security Services, Inc. being removed from the VIP Verification Program.

Please be advised all verified businesses may be required to participate in one or more post-verification audits at CVE's discretion. Additionally, this letter and other information pertaining to Blackstone Security Services, Inc.'s verification application may be subject to Freedom of Information Act (FOIA) requests. However, FOIA disclosures include exceptions regarding the personal privacy of individuals, and VA policy similarly provides limitations on the release of individual records.

If Blackstone Security Services, Inc. receives a negative size determination from the U.S. Small Business Administration (SBA), CVE must act in accordance with 38 CFR § 74.2(e). Also, note, if at any time Blackstone Security Services, Inc. discovers that it fails to meet the size standards for any NAICS Code(s) listed on its VIP profile, CVE requires such NAICS Code(s) be removed within five (5) business days. If these NAICS Code(s) are not removed within the allotted five (5) business days, CVE may request the SBA conduct a formal size determination. In addition, CVE may initiate a referral to OIG, a referral to the Debarment and Suspension Committee and pursue cancellation proceedings. All of the aforementioned referrals and procedures could result in Blackstone Security Services, Inc. being removed from the VIP Verification Program.

Thank you for your service to our country and for continuing to serve America through small business ownership.

Sincerely,

Thomas J. McGrath
Director
Center for Verification and Evaluation



Blackstone Security Services, Inc.
"The secret to our success is in our people"



GREATER PHOENIX EDITION | Vol. 2 No. 5

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Blackstone Security Services, Inc.

"The secret to our success is in our people"



Weighing Risk In A Balanced Budget

By Dan Swindall

Dan Swindall is the founder of Blackstone Security Services, Inc., an award-winning security company that is celebrating its 20th year of delivering quality guard services to the public and corporate sectors. In 2012, Blackstone won the Arizona 800s coveted Business Ethics Award. As an honor, Blackstone was also named a semifinalist for the prestigious Spirit of Enterprise award given by the Spirit of Enterprise Center in the W.P. Carey School of Business at ASU. Blackstone is the only security company to ever receive these recognitions. Dan is also chair of the Arizona Private Security Professionals Association. Reach Dan at dan@blackstonesecurity.com.



Listening is one of the most underutilized communication skills we have. And we are all guilty of selective listening when it suits us.

In private security, it is important for our clients to listen to our recommendations for protecting their people and their property.

The paradox in the security industry is, the better you are at your job, the greater the perception that your services are needed less. It's difficult to quantify the value of a good security program because when all is calm that gives us a false sense of well security.

Private security companies have multiple clients, and are not as susceptible to that paradox as our in-house brethren—especially at budget time when they are pitted against revenue-generating colleagues in other departments.

Security is unlike other departments, or corporate heads must listen to their security chiefs differently. Security does not generate revenue, but it is essential to those parts of your operation that do.

Like many of my peers, I have become a disciple of discussion groups on social media. Recently, I have noticed a disturbing upward trend in the frustration level of in-house security managers whose operations are hemorrhaging from budget cuts.

And all this is occurring amid forecasts from reputable sources such as The Frodoia Group, ASIS International and the Institute of Finance and Management that the need for security, already a multibillion dollar industry, is increasing.

This apparent contradiction between theory and practice begs the question: How do in-house security chiefs communicate to corporate management that security has a legitimate ROI? Their challenge is to justify their existence in a tight economy of budgetary bloodletting.

William Nechitt, CPP, lamented this dilemma in a LinkedIn post concerning the victimization of hospital security by industry budget cuts. "In the competition for limited resources, security

services are often at the rear of the line," he wrote. "However, in the face of economic hard times, one could argue that the demand for services would be on the rise. These factors do not bode well for hospital security budgets. At the same time, we are seeing the steady flow in the filing of lawsuits against hospital organizations for alleged inadequate security."

It is no different on the cyber side. At a Black Hat security conference this past summer in Las Vegas, chief information security officers were asked to assess their evolving role, which more than ever is including the protection of physical assets. Due to limited resources, more companies are consolidating the physical security and cybersecurity of their business under a chief risk officer.

"Security is a defensive strategy that will always have a component of making trade-offs of budget, time, energy," said Tony Brantl, Founder & CTO for FireMon, a security management company. "Those trade-offs are risk trade-offs. Is it worth spending this money to protect this asset or am I willing to take a certain amount of risk?"

A survey of several prominent local corporate security chiefs resulted in a strategy as elementary as anything Watson ever offered Holmes—Do your homework. That is to say, support your budget request with documented evidence of prevention. "You can't do this on a ledger because security is not a profit center, it is a cost center," offers the director of security for a local banking company. "It's difficult to quantify."

That security chief, who subcontracts with private security companies, approaches each budget cycle with evidence of what he has saved the company. Whether it is reducing graffiti, preventing crimes in the parking lot, ATM robberies or lawsuits, he chronicles each "savings" incident and others then up when it's time to demonstrate his department's value to the collective.

"I've talked with many of my counterparts and if they are having problems they are not doing their homework and keeping records," he continued. "If you don't track the results, how are you going to justify yourself? It's not what you generate, it's what you save."

This security veteran says his primary goal is keeping people safe. "I have yet to run into a CEO who says I want to make our people a little less safe to save money."

"Is it worth spending this money to protect this asset or am I willing to take a certain amount of risk?"

The head of security at a local Fortune 500 company agrees that documentation is important because memories fade from one budget cycle to the next. He suggests a more creative approach to overcome an annual review process he calls "antiquated." He says that funds should be allocated toward the security budget without categorizing them. "Our approach should be one of fluid funding and capital expenditures rather than dedicated funding," he said. "When something happens during the year I can add equipment and personnel where they're needed."

My point is this: You cut costs to preserve your best people and your most valuable assets in order to move your company forward. Do you really want to downsize the very operation that allows them to do that effectively in a safe environment? Think about it. See you next time.

Searching for our next CEO of the Month



Feature Story



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Corporate Security

Good Security Begins with Good Threat Assessments

By Dan Swindall



A complete security plan is like an octopus—it has many arms but they all work together in a coordinated effort. As you review the available body of knowledge on security, you will find it all reaches the same conclusions. The wording is just different—people, process and technology versus technology, people and process. The former refers to business in general and the latter specifically to conducting security assessments.

We are all heading for the same destination; we're just taking different routes to get there. You may hear bits and pieces of the same message repeated; that just means someone else has arrived. This doesn't mean there are no original thoughts. It just means that enlightenment happens every day—supporting



the axiom, "Knowledge is constant, ignorance rolls over."

This is why we have educational institutions and why security courses can be found in the halls of higher learning. Some security companies are even operating their own training academies.

All the elements are connected and they all begin with vulnerability or threat assessments. Vulnerability assessments on the Internet are tied almost exclusively to IT security. And that is valid given the almost daily strides in technology developments and the hackers that exploit that technology. Michael's, the nation's largest arts & craft chain, Target and Neiman Marcus are just a few high-profile companies victimized by IT security breaches. Even our Maricopa County Community Colleges are dealing with a huge data breach and a subsequent class action lawsuit.

However, I'll not forget the importance of physical vulnerability assessments. We've examined employee safety in the past, but it is time for us to consider how meticulously we assess ourselves; where the assessment

begins; and, who provides the service. There are a number of excellent security firms out there with trained and certified experts that can give your place of business a security checkup to rival the best physical exam. ASIS International, a global association of security professionals, has a certification program that your own security chief should attend. Remember when we talked about the benefits of belonging to professional associations? These security experts should be a part of your threat assessment team. You do have a threat assessment team, right?

The thoroughness of your threat assessment will dictate the thoroughness of your security efforts and the safety of your employees.

I heard two gentlemen speak recently on separate occasions and both made the same point, they just used different words. The first is Kevin Quinn, the president of the National Association of School Resource Officers, who provides school security. The second was David J. Gibbs, an expert at master planning who has been in security for 40 years. Quinn spoke at an Arizona Private Security Professionals' Association luncheon and Gibbs spoke at a

luncheon of the Phoenix Chapter of ASIS. Both spoke of the importance of involving security in the design and planning stages of new construction or expansion. This is because you need an efficient exit strategy to get the building's occupants to safety as quickly as possible, especially during an active shooter incident, fire or a natural disaster.

Gibbs even suggests that security be involved with the architects during the planning stages, so they can advise on whether a building's design is conducive to occupant safety. Remember the movie, "Towering Inferno," which brings us to the concept of crime prevention through environmental design (CPTED). This is the process of passive crime prevention by using a building's design to discourage unlawful behavior. It can be as simple as removing shrubbery around doors and windows, providing adequate lighting and requiring numerous checkpoints to gain entry. It can also involve the strategic placement of barriers to prevent vehicles from getting too close to a facility. CPTED dates back to the 1970s and can be applied to whole communities as well as individual buildings.

In a recent issue of College Planning & Management Magazine, Randy Atlas, an architect who is certified in personal protection through ASIS said the first of three steps that should be taken when initiating CPTED strategies during the master planning phase is to bring security to the table to work with architects and designers. The second step also involves security working with architects to determine who will use the space, which he is quoted as saying "trumps everything else" when considering occupant safety.

No facility can be rendered absolutely crime-proof, but the vulnerability of the building and its occupants to crime can be mitigated by some hard introspection and foresight. You can control that octopus and you won't need Jacques Cousteau. There are plenty of other resources to help you. We'll see you next time.

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2013 STATISTICS

RANK:	3554	EMPLOYEES:	360
3-YEAR GROWTH:	86%	JOBS ADDED:	103
2012 REVENUE:	\$6.8 MILLION	FOUNDED:	1993
2009 REVENUE:	\$3.6 MILLION	LOCATION:	PHOENIX, AZ
WEB SITE:	BLACKSTONESECURITY.COM	INDUSTRY:	SECURITY

2013 HONORS

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Top 100 Security Companies



Top 100 Arizona Companies



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Top 10 Security Companies



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Blackstone Security Recognized as a "Hire Power"

Blackstone Security Services October 24, 2013



Dan Swindall

Blackstone Security Services, Inc. continued its run of state and national recognitions today when it was named a recipient of the Inc. Hire Power Award for 2013. The award, in its second year, is bestowed by *Inc. Magazine* and Bank of America Merrill Lynch upon American companies that have greatly increased their workforce. It celebrates private companies they say are on the forefront of American job creation. The award places Blackstone among the top 15 job creators in the state. Blackstone is the only security company to make the Arizona list. The award covers the period from Jan. 1, 2012 to June 30, 2013.

"For the second year in a row we are pleased to recognize the employers who are putting Americans back to work," said Eric Schurenberg, editor-in-chief of *Inc.* "The Hire Power Awards are the only awards that single out job creators. We think it's fitting to pay

tribute to company founders not just for their business prowess but also for their immense contribution to the welfare of U.S. workers and the vitality of the U.S. economy."

This past August Blackstone was named to *Inc.* magazine's Inc. 5000 of the nation's fastest-growing private companies. News of the Hire Power Award was delivered to Blackstone Founder and CEO Dan Swindall while he and his staff were busy preparing to move their corporate headquarters to larger facilities because of that growth. "The past couple years have been amazing and just a bit exhausting," Swindall said. "I am so grateful to *Inc. Magazine* for joining me in recognizing the efforts of an incredible administrative staff and boots-on-the-ground security officers who make all of this possible."

Blackstone is celebrating its 20th anniversary this year. As a preamble to this milestone, Blackstone won the coveted 2012 Business Ethics Award given by the Arizona Better Business Bureau, the only security company to ever win that distinction. And the past two years have seen the security stalwart reach semifinalist status in the prestigious Spirit of Enterprise Award given by the Spirit of Enterprise Center in the W.P. Carey School of Business at Arizona State University, the only security company ever to accomplish that also.

Swindall said the best part of the recognitions is that they came from organizations outside the security industry that recognize and reward excellence in business ethics and entrepreneurial skill. "It's nice to be recognized by one's peers, but to be recognized along with businesses from other industries holds a special significance for all of us at Blackstone," he said.

Inc. magazine said in an earlier news release that the 2013 Inc. 5000 was more difficult to get into than ever before because its members defied a stagnant economic environment with an impressive median growth rate of 142 percent. Companies on this year's list report creating more than 520,000 jobs in the past three years, with aggregate revenues of \$241 billion. Blackstone's growth rate over the past three years is 86 percent.

Inc. reports that according to the Bureau of Labor Statistics, only 222,000 jobs were added in 2012 while the Hire Power Award honorees created 69,182 jobs between January 2012 and June 2013.

Blackstone's new corporate headquarters will be at 2400 W. Dunlap Ave., Suite 225 in Phoenix as of Nov. 1. It has permanent district offices in Tucson, Albuquerque, N.M. and El Paso, Tex., and a satellite office in Yuma. True to its pedigree, Blackstone will open a permanent office in Houston, Texas within the next 30 days. To Learn more visit www.blackstonesecurity.com or call 602.265.6160

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