



THE GUARDIAN TIMES

Newsletter From Guardian Protection Force, Inc.

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RETHINKING EMPLOYEE RETENTION IN THE SECURITY INDUSTRY

A CLOSER LOOK AT HOW DEVELOPMENT, STRUCTURE, AND EARLY-STAGE ATTRITION SHAPE LONG-TERM PERFORMANCE

Turnover in the security industry is a very real concern, and widely acknowledged, but it is not often examined at its source.

It is common to see statistics citing annual turnover rates exceeding 100% in contract security, with some statistics suggesting over 400% annual turnover. These figures are often presented as an unavoidable reality of the industry, something to be managed, priced into contracts, and accepted as part of doing business.

But this framing oversimplifies the issue.

A more useful approach is to shift the focus from turnover alone to how retention is built, and where it

breaks down.

Turnover is not a single, uniform problem. It occurs at different stages of employment, and not all turnover carries the same operational impact.

At Guardian Protection Force, we have found it useful to evaluate retention through a more precise lens.

In 2025, our overall retention rate was 58%, aligning with broader industry expectations. On the surface, that number reflects the same challenge most security providers face.

However, when we isolate employees who move beyond the introductory period, defined internally as 480 hours of employment, the data tells



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a different story.

Our “true retention” rate rises to 84%. When removing those who separate due to inactive status, that figure increases further to 91%.

The distinction is significant.

Employees who leave during the introductory phase average approximately 2.4 months of employment. By contrast, those who remain beyond that threshold stay, on average, 22.7 — months nearly two years.

This reveals a critical dynamic: the majority of turnover occurs early, before an employee is fully developed, integrated, and operating at a professional standard.

Once that threshold is crossed, retention stabilizes and becomes far more predictable.

This is where the conversation around turnover often falls short.

When all turnover is grouped together, it obscures the underlying issue. Early attrition, lack of development, and long-term retention are treated as the same problem, when in reality they represent entirely different operational challenges.

In many cases, high turnover is not simply a function of the workforce, it is a reflection of how retention is built, supported, and sustained.

Without structure, training, and clear expectations, turnover becomes cyclical. Employees are onboarded, deployed, and left to operate without the foundation required for long-term success. The result is a constant state of replacement rather than development.

This has consequences beyond staffing.

Frequent turnover disrupts site intelligence, reduces consistency in service delivery, and limits the ability to proactively identify and mitigate risk. When personnel are constantly changing, institutional knowledge is lost, and operations

become reactive by default.

By contrast, retention creates operational advantage.

At **Guardian Protection Force**, we have made deliberate investments in training, leadership development, and structured onboarding, not as a reaction to turnover, but as a way to build retention from the outset.

This includes clearly defined introductory periods, layered leadership through Sergeants and Lieutenants, and ongoing training that reinforces both technical skill and professional standards. Programs such as Executive Protection 101 are designed not only to build capability, but to create a pathway for long-term growth within the organization.

This approach is also reflected in our hiring process. For example, 2025, we hired approximately 17% of applicants, this 2025 statistic is in alignment with our historical average at 16%. As standards increase, entry becomes more deliberate, ensuring that those who join the organization are aligned with both expectations and trajectory.

Retention, in this context, is not achieved through focused turnover reduction efforts alone. It is built through alignment, development, and leadership.

As the private security industry continues to grow, the demand for capable, consistent professionals will only increase. Organizations that rely on high turnover as a baseline operating condition will continue to face challenges in maintaining quality, continuity, and client trust.

Those that invest in retention as a strategic function will operate differently.

As we move forward in 2026, our direction remains clear.

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FROM THE CEO'S DESK

Q2 2026 | EXECUTION DEFINES THE STANDARD

By Ashlee Cervantes Thomas, CEO



In Q1, we set the standard.

We defined how we operate, what we expect, and what it means to deliver security through intelligence. That message was clear. The expectations were not ambiguous.

Now, in Q2, we evaluate.

Standards only matter if they are consistently executed, and the reality is, execution has not been uniform across the organization. Some teams and leaders have elevated their performance: demonstrating precision in reporting, consistency in patrol operations, and sound decision-making in dynamic environments. Others have defaulted back to habit, where inconsistency creates gaps, and gaps create risk. **That distinction matters.**

Guardian Protection Force is no longer a company in a phase of figuring things out. We are operating at scale. We are entrusted with environments where attention to detail, situational awareness, and response time directly impact outcomes. **That level of responsibility demands more than presence, it demands disciplined execution.**

“Security Through Intelligence™” is not a concept. It is a standard. It is reflected in how we observe before we act, how we document what others overlook, and how we anticipate issues before they escalate. It is visible in the quality of a report, the structure of a patrol, and the judgment applied in the moment something doesn't feel right.

Training remains one of the clearest indicators of who is preparing for that standard, and who is not.

We have built a training framework that provides real opportunity: advanced instruction, practical application, and exposure to higher-level operations. But opportunity alone does not create capability.

Training without application is *wasted* potential.

The expectation moving forward is simple: what is learned must be visible in execution. Not occasionally. Not when convenient. Every shift, every report, every interaction.

This expectation applies at every level, but especially within leadership.

Rank does not define leadership. Responsibility does. Our Sergeants, Lieutenants, and command staff are expected to lead through presence, ownership, and consistency. That includes how they recognize their teams, how they enforce standards, and how they respond when performance falls short. Leadership is not situational. It is a constant.

Over the past six months, I have been conducting a deliberate search for a Director of Uniformed Security Operations, a Captain-level role within Guardian Protection Force. This position represents the next stage of operational maturity for our organization: stronger oversight, clearer structure, and elevated accountability across all levels of deployment.

We anticipate making a selection and formal announcement by the end of this quarter.

This is not simply a hire. It is a signal.

A signal that we are continuing to build an organization that is structured, disciplined, and capable of operating at a higher standard; consistently, across every post, every shift, and every client environment.

As we move through Q2, we do so under a clear direction: Vanguard.

At the front of what's next.

Operating at the front is not about visibility, it is about responsibility.

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GUARDIAN TRAINING BRIEF

EP 101: EXECUTION IN MOTION

By Garrett Thomas, CPP, Founder & Chief Operating Officer

In Q1, we outlined our training priorities for the year; what we expect, where we are going, and how we develop professionals within Guardian Protection Force. Q2 is where that framework begins to take shape in real time.

In April 2026 we will host Introduction to Executive Protection (fondly known as “EP 101”) one of the most foundational and historically impactful courses within our organization.

This course is optional for GPF personnel and open to the public. However, its impact internally has never been optional.

Prior to COVID, EP 101 consistently sold out. More importantly, it has served as one of the primary pipelines through which we identify, evaluate, and develop our top Executive Protection talent.

The standard established in this course is not theoretical, it is operational.

EP 101 is designed to introduce and reinforce the core principles of Executive Protection through a structured, progressive format that moves from classroom understanding to applied execution.

Day I establishes the foundation:

- Professional standards, etiquette, and expectations within Executive Protection
- Formations, movement, and positioning
- Introduction to advance work and operational planning
- Initial exposure to foot escort techniques and team coordination



This is immediately followed by practical application, where concepts are tested through movement, communication, and real-time decision-making.

Day II transitions into control and survivability:

- Handgun retention and disarming techniques
- Use of expedient tools, including tactical flashlights and pens

These modules are not isolated skills, they are integrated into the broader responsibility of maintaining control under pressure.

Day III brings the focus to intelligence:

- The role of intelligence in Executive Protection operations
- How awareness, anticipation, and information shape outcomes before movement ever occurs

The course concludes with recognition, reinforcing that completion is not attendance, it is demonstrated capability.

What separates EP 101 is not the content alone, but the expectation behind it.

This is not a passive training environment. It is an introduction to the level of precision, awareness, and accountability required to operate in Executive Protection. Every movement, every position, and every decision has a purpose.

For those within GPF, this course represents an opportunity to step into a higher standard. For those outside the organization, it provides direct exposure to how Guardian defines and executes protective services. Training is where standards are introduced. Execution is where they are proven.

EP 101 is where that transition begins.





THE GUARDIAN WAY PODCAST CORNER

Join Guardian Protection Force's Garrett Thomas and Terry MacAdam on The Guardian Way for insightful conversations about the physical security industry.

EPISODE 121 Emergency Preparedness Drills and Response Plans

Smarter drills and response plans build stronger emergency readiness.

EPISODE 120 Private Security Solutions to Reduce Retail Theft Robbery

Learn smart ways to reduce theft and protect retail teams.

EPISODE 119 School Campus Security Best Practices - Private Security Options

Explore smarter campus safety strategies and listen now.

EPISODE 91 Private Security for Pharmacies

Why pharmacies need stronger protection for people, products, and operations

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LEADERSHIP WATCH

Comstock's Honors Ashlee Cervantes Thomas in 2026

In Comstock's 2026 Women in Leadership issue, our CEO, Ashlee Cervantes Thomas, was recognized for the vision, discipline, and drive she brings to GPF and the security industry as a whole.

The feature highlights her rise in a traditionally male-dominated field, her boots-on-the-ground leadership style, and her commitment to shaping the future of security through innovation.

More than a professional achievement, this recognition reflects the character, courage, and heart Ashlee brings to everything she does.

We are proud to celebrate this well-deserved honor and grateful for the leadership she brings to our team, our mission, and the people we serve every day.

Read the complete article [here](#).



GPF UPCOMING EVENTS

Learn More. Register. Purchase Tickets Online. gpfsecuritycorp.com/events

IN THE DOJO - WOMEN'S SELF-DEFENSE WORKSHOP

May 2, 2026, 9:00 AM - 1:00 PM

Women - join our Women's Self-Defense Workshop for practical, safety-first training that fits real life. Build prevention mind-set (awareness, intuition, boundaries), then learn coached fundamentals and scenario-based skills. Sat May 2, 9am-1pm in Rancho Cordova at Bujinkan Yojimbo Dojo. Details inside. You've got this.

2026 Q2 THE GUARDIAN BRIEFING WEBINAR Campus Guardians: School Security Insights for Educators & Staff

May 7, 2026, 3:30 PM - 4:30 PM

Every adult on campus plays a role in school safety. This free webinar shares practical guidance for educators, administrators, office staff, and facilities teams to better recognize warning signs, strengthen communication, and support a safer, more aware school environment through actionable insights.

MINI NINJAS

A Ninja-Themed Workshop For Kids

June 25, 2026, 5:30PM - 6:15PM | Ages 5-8

6:30PM - 7:15PM | Ages 9 - 12

Kids ages 5-12 build confidence, awareness, agility, and respect in a fun, ninja-themed workshop focused on real-world safety and self-control. Two age-based sessions keep training age-appropriate, with stealth drills, safety games, breakaway skills, teamwork, and a graduation moment.



GPF CORE VALUES IN ACTION

CUSTOMER SERVICE MEANS TAKING CONTROL WITH PROFESSIONALISM

By Sn Sgt Ed Turner, Guardian Protection Force

Of our seven core values, Customer Service is one of the most essential because it defines how we operate in every interaction, especially when it matters most. Customer service within security is often misunderstood. It is not passive. It is not reactive. It is a disciplined approach to how we engage, communicate, and resolve situations in real time. Our expectation is that Guardian Security Officers demonstrate this standard through consistent, deliberate action in the field.

As I reflect on my own time, boots on the ground here at Guardian, one situation stands out among many hours on duty. One evening, while on post,

I encountered an individual whose presence posed a potential risk to client property. My first responsibility was clear: protect the client. I positioned myself between the threat and the property, establishing control of the environment. But in order to do this right, customer service could not end there.

As contact was made, my approach shifted. The objective was no longer just deterrence; it was resolution. Through calm, direct communication, I worked to gain voluntary compliance, understanding that my actions would determine whether the situation escalated or de-escalated.

In that moment, customer service extended beyond the client. It applied to the individual as well.

By choosing professionalism over force, I was able to establish an outcome where law enforcement involvement was avoided, and the individual was given the opportunity to make a better decision. This strategy is effective and reflects a higher standard of control and judgment, one we hold all Guardians to. The impact did not stop at that interaction.

The way any officer handles a situation today directly affects how the next Guardian is received tomorrow. By treating the individual with respect and clarity, we increase the likelihood of future compliance, reinforcing consistency across the team. This is one example of what customer service looks like in practice. Here at Guardian, we have thousands of these stories because this Customer Service Core Value is truly a pillar of the work we do.

Ultimately, when we're in the field, it is not about avoiding conflict; it is about managing it with precision, awareness, and intent. It is the ability to protect the client, influence behavior, and support fellow Guardians in a single interaction.

As we hone in on our company-wide theme, "Vanguard" in 2026, it's relevant to say this is what it means to operate and lead from the front.



GUARDIAN SPOTLIGHT

A Model of Modern Leadership Excellence: Jennifer Lamborn, Director of Business Development



Great leadership is not defined alone by title alone, but by the consistent demonstration of values, vision, and impact. This spotlight highlights our Director of Business Development Mrs. Jennifer Lamborn. Who exemplifies what it means to lead with purpose through adaptability, integrity, accountability, effective communication, influence, and a visionary mindset.

At the core of Mrs. Lamborn's success is adaptability. In an ever-changing environment, she remains flexible and solution oriented, embracing challenges as opportunities for growth. Whether navigating shifting priorities or responding to unexpected obstacles. She leads with a forward thinking approach that inspires confidence across the team.

Equally foundational is her unwavering integrity. They lead by example, make decisions grounded in honesty and strong ethical principles. Her transparency builds trust, creating a culture where team members are valued and empowered to do their best work.

Mrs. Lamborn also demonstrates a strong sense of accountability-both

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GPF CAREER FOCUS: UNARMED SECURITY OFFICERS

At Guardian Protection Force, entry-level Unarmed Security Officers help protect people, property, and daily operations through a steady on-site presence. From patrols and site monitoring to reporting incidents and assisting employees or visitors, they help create a safe, secure, and professional environment for every client location.

Success in this role takes sound judgment, clear communication, attention to detail, and the ability to stay calm under pressure. The officers who stand out are dependable, alert, respectful, and committed to following post orders, safety procedures, and company standards while reflecting GPF's core values on every shift.

Guardian Protection Force has historically hired about 16 percent of applicants, reflecting the high standards expected across the company. Because GPF is known for armed security and executive protection, this role offers a strong starting point for candidates who want to prove themselves, build experience, and begin a meaningful career in security.

Become a Guardian.

Learn more and [get started here](#).



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