



Fifth Edition

# INTRODUCTION TO SECURITY

## Operations and Management

Brian R. Johnson

| Patrick J. Ortmeier

 Pearson



# INTRODUCTION TO SECURITY

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**FIFTH EDITION**

# INTRODUCTION TO SECURITY OPERATIONS AND MANAGEMENT

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*To my wife Shari and my son Brian*

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# Preface

World events including the attacks of September 11, 2001, warfare, man-made and natural disasters, concern over crime, and security-related legislation have led to individuals, institutions, and governmental units to discover, re-examine, and explore the practices, roles, and functions of private security in society and organizations. The fifth edition of *INTRODUCTION TO SECURITY: Operations and Management* is the culmination of years of classroom teaching and practical experiences by the authors that provides readers with an understanding of the diverse and complex field of private security. It is particularly designed for two audiences: individuals exploring or seeking careers in private security, and those who want to gain a better understanding of the practice and field of security and how it differs from and complements the public sector criminal justice system.

The primary goal of this edition is to provide students and practitioners a detailed description and understanding of the private security industry and its diverse roles and functions in the twenty-first century. The book is balanced between security and management and leadership principles and practices. As such, it is relatively unique among other security texts, integrating security and managerial practices into one comprehensive text. Because of its design and content, it can readily be used in traditional and online undergraduate and graduate courses related to private security and security management. This text will also serve as a useful desk reference for security personnel and serve as study guide and aid for professional certifications, including the ASIS Certified Protection Professional (CPP) examination.

## New to this Edition

This new edition has been updated to include the following:

- Most recent information related to the security industry and contemporary leadership and managerial practices.
- Many of the previous edition's topics have been reorganized and condensed into a more cohesive format, concentrating on major themes.
- Application of the course content has also been enhanced through more applied learning opportunities found throughout the text, and there are updated exercises at the end of each chapter.
- Many of the topics and issues reviewed in this edition are also approached in an interdisciplinary style, reflecting the diverse character of the security industry itself.
- A new chapter on security in an international perspective.

## ► Organization of the Book

The book is divided into five major parts that are additive and complementary in nature. Part 1 introduces the reader to foundational information related to the history and evolution of security, and security's function and role in society. Chapter 1 presents a brief history and overview of private security. Chapter 2 provides the reader with an understanding of the role of security in society and organizations. Chapter 3, meanwhile, focuses on the legal aspects that private security operations are exposed to and follow. Part 2 examines the fundamental elements of private security programs and practices, concentrating on the three pillars on which security programs are built. Chapter 4 focuses on *physical security*.



Chapter 5 presents topics related to *personnel security*. *Information security* is the primary subject of Chapter 6. Following an understanding of security's role and its fundamental activities within organizations, Part 3 reviews specific security sectors. Chapter 7 explores security issues unique to specific institutions. Chapter 8 introduces the reader to security practices and applications in the context of commercial, office, and residential security, while Chapter 9 reviews key concepts and issues related to the concept and philosophy of homeland security. Section 4 explores concepts related to how to lead and manage security operations in the various security sectors that exist. For example, Chapter 10 reviews basic concepts related to the effective management and leadership of security organizations. Chapter 11, meanwhile, examines core human resource activities performed by security managers and financial management activities related to budgeting. This section concludes with Chapter 12, which includes information related to risk management: particularly risk assessment and continuity planning. The last section of this text explores trends and challenges. Chapter 13 provides the reader with a review of the private security industry in an international perspective while Chapter 14 explores future trends and issues.

This fifth edition also contains a variety of learning and study aids to assist in enhancing the reader's foundational knowledge to ensure that key information, ideas, and perspectives important to the field of private security, management, and leadership are mastered. Some of these study aids will also enhance critical, practical, and creative thinking skills, which are essential attributes needed to manage the twenty-first-century security organization. For example, each chapter begins with a set of learning objectives that serve to explain what knowledge a person should be able to exhibit upon completion of the chapter. Included within the chapters are "Quick Surveys" that serve to apply key concepts found in the chapter to practical issues and situations, while "Security Spotlights" are also found throughout the text where readers can further apply and synthesize information from the chapter to actual, real-life issues related to security operations and management. Each chapter also concludes with a list of key terms and exercises and discussion questions to further ensure mastery of the information found in the chapter. The text also has a comprehensive glossary that can serve as a ready reference guide for key security terms and concepts.

## ▶ Instructor Supplements

***Instructor's Manual with Test Bank.*** Includes content outlines for classroom discussion, teaching suggestions, and answers to selected end-of-chapter questions from the text. This also contains a Word document version of the test bank.

***TestGen.*** This computerized test generation system gives you maximum flexibility in creating and administering tests on paper, electronically, or online. It provides state-of-the-art features for viewing and editing test bank questions, dragging a selected question into a test you are creating, and printing sleek, formatted tests in a variety of layouts. Select test items from test banks included with TestGen for quick test creation, or write your own questions from scratch. TestGen's random generator provides the option to display different text or calculated number values each time questions are used.

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## ▶ Alternate Versions

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Finally, I wish to express my heartfelt gratitude to my family, friends, and colleagues for their encouragement and patience.



# About the Authors

**Brian R. Johnson** holds a Bachelor of Arts Degree in Criminal Justice from the University of Wisconsin-Eau Claire, masters' degrees in Criminal Justice and Labor and Industrial Relations (emphasis in human resource management), and a Ph.D. in the Social Sciences (Criminal Justice) from Michigan State University. He served as a police officer and has years of experience in contract, proprietary security services, and security consulting in addition to police and security training-related activities. Johnson has also developed and implemented numerous courses in the field of criminal justice and has taught security-related courses at the undergraduate and graduate levels. Johnson is the author of *Principles of Security Management*, *Safe Overseas Travel and Crucial Elements of Police Firearms Training*. He has written several academic and practitioner-based articles in the fields of private security, policing, management, and criminology. He has worked with many local-, state-, and national-level organizations on security and policing-related issues. He is currently a Professor of Criminal Justice at Grand Valley State University, Grand Rapids, Michigan.

Comments regarding the book and suggestions for future editions are welcomed. The author is also available to provide assistance to any faculty who adopts this text for a course.

**P.J. Ortmeier** held bachelor's and master's degrees in criminal justice and a Ph.D. in educational leadership with an emphasis in public safety training and development. He is a U.S. Army veteran, a former police officer, and a former vice-president of United Security Systems, Incorporated. Ortmeier developed and implemented numerous courses and degree programs in law enforcement, corrections, security management, and public safety. He served as the chair of the 1,400-student Administration of Justice Department at Grossmont College in the San Diego suburb of El Cajon, California. P.J. died on September 15, 2012.

Ortmeier is the author of *Public Safety and Security Administration*, *Policing the Community: A Guide for Patrol Operations*, and *Introduction to Law Enforcement and Criminal Justice* as well as several articles appearing in journals such as *Police Chief*, *The Law Enforcement Executive Forum*, *California Security*, *Police and Security News*, and *Security Management*. With Edwin Meese III, former attorney general of the United States, Ortmeier coauthored *Leadership, Ethics, and Policing: Challenges for the 21st Century*. He also coauthored *Crime Scene Investigation: A Forensic Technician's Field Manual* with Tina Young as well as *Police Administration: A Leadership Approach* with Joseph J. Davis, a retired New York police captain. Ortmeier's publications focus on police field services, security operations, forensic science, professional career education, management, leadership, and competency development for public safety personnel.



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# Introduction

## Security's Role in Society

*The three chapters constituting Part 1 introduce readers to security's role in society. Chapter 1 presents a brief history and overview of functions of security. Chapter 2 reviews and addresses the wide range of threats to safety and security, from accidents, human error, and fire to natural disasters, civil liability, and numerous manifestations of crime. Chapter 3 focuses on the legal and regulatory environment of the private security sector, including the judicial process, a variety of types of laws and regulations, the regulation of the security industry, and professional certification and education programs.*



# 1 History and Overview

## LEARNING OBJECTIVES

After completing this chapter, the reader should be able to:

- 1 *define what security is*
- 2 *explain some of the theoretical explanations related to the need for security*
- 3 *outline and describe the function of security in pre-modern England*
- 4 *know the three eras of security in the United States*
- 5 *understand and explain the contemporary security industry in the United States*
- 6 *explain contract, proprietary, and hybrid security*
- 7 *know the three essential elements of security*
- 8 *describe the different types of security organizations*
- 9 *describe the goals of security management*
- 10 *evaluate the roles of the security manager*

## ► The Context for Security

“**Security**” encompasses a wide variety of definitions, concepts, and practices. The philosopher Thomas Hobbes (1588–1679) proposed that a natural right or value that is inherently recognizable through human reason or nature is the quest to seek out and live in peace—security (Bobbio, 1993). When examined in this broad philosophical manner, security can be considered a core need and social process whose end goal is to ensure individual, social, economic, and political security. In fact, perhaps it is better to understand that security exists to change a state of insecurity. To address these insecurities, security operates in the individual, organizational, and governmental domains. The need for security also creates and oftentimes relies upon social cohesion and relationships in order to ensure that individuals will effectively live with one another, while also strengthening organizations, governments, and nation states.

Security can be a subjective or psychological state of mind where at the individual level, the feeling or perceptions of security/insecurity or danger/safety coexist and intertwine. As a subjective state, individuals may feel insecure because of their surroundings, location, activities, life experiences, upbringing, or demographic characteristics, including age and gender. These subjective states can be shaped by real and intangible events that could decrease or increase perceptions of insecurity. These subjective states or perceptions can also exist at various social levels where the group, community, organization, and even a nation feel “unsafe” leading to a culture of “insecurity” (Weldes, 1999). For example, following a criminal activity, employees in a company may feel “unsafe,” prompting employers to ensure that a state of security exists by increasing the amount of



**security** Freedom from risk or harm; ensuring safety.

security personnel. This example also shows that insecurity has a mobilizing component where people, companies, and even nations have banded together to address insecurity. Security is also a measurable and objective state. And, effective security is an end goal. For example, a company may have an actual security event or not meet certain security standards for the protection of an asset—both of which are objective measures prompting the company to meet a measurable goal. In other cases, such as the 9-11 terrorist attacks, individuals, organizations, and governmental organizations soon realized that their security practices and operations were not adequate, prompting them to use private and public resources to reduce or eliminate the state of insecurity and reach the end goal of security.

Security is also a practice and industry. As a practice, security is needed by nations, organizations, institutions, and individuals. These security-related activities are carried out by a variety of individuals and organizations operating in the public and private domains. Security also exists on a practical level where individuals are concerned about their personal security in the context of being safe from predatory criminal and financial activities. As this text will show, security is also an industry composed of private and public sector organizations whose primary purpose is the provision of security-related products and services valued at \$350 billion annually (ASIS, 2013). As a profession, security is a career choice that includes executives, managers, and staff whose positions and activities require specific knowledge, skills, and abilities in security-related principles and operations.

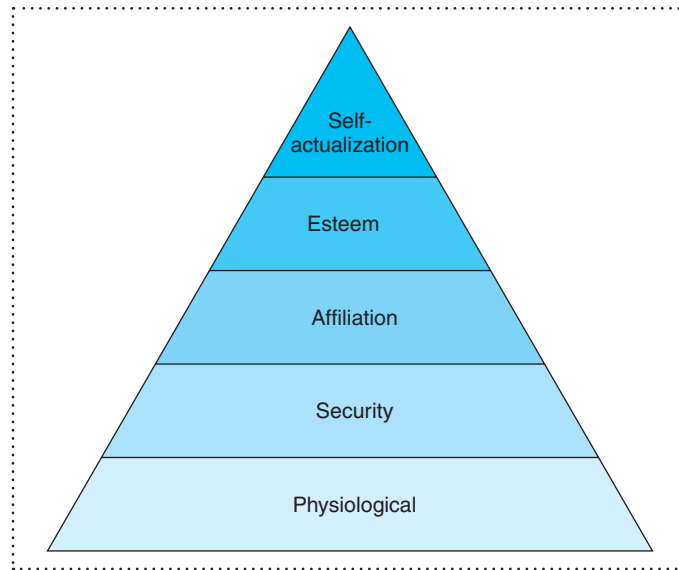
Finally, the field of security is multidisciplinary. Effective security operations and management rely on information that is drawn from several academic disciplines including the humanities, the social sciences (criminal justice, psychology, sociology, political science), the sciences (biology, chemistry, mathematics), and professions including business and law. For example, the risk management process requires an understanding of human nature and cultures (the humanities). Security operations include or collaborate with elements of the criminal justice system (police and the courts) to design crime prevention programs and assist in the prosecution of offenders. In some fields, security's mission includes protection from hazardous materials, and fire safety that requires an understanding of the chemistry of fire and physics. Security operations may also be used to generate revenue through the sale of products and services (Harowitz, 2003; Ortmeier & Meese, 2010; Peak & Glensor, 2008; Simonsen, 1998).

Because of the diverse ways in which security can be understood and examined, there is no single definition of security. Some broad definitions include the absence of risk or threat or freedom from fear or want, or eliminating threats that create a circumstance, condition, or event for loss, or the protection of assets from loss. Private security is defined as “individual and organizational measures and efforts (as distinguished from public law enforcement agency efforts) to provide protection for persons and property” (National Advisory Committee on Criminal Justice Standards and Goals, 1977, p. 3). Private security can also be defined as organizations or individuals other than the public police that require direct payment for security-related services (George & Watson, 1992). Meanwhile, corporate security is defined as a “security provision that seeks to achieve corporate organizational goals” (Walby & Lippert, 2014, p. 2).

## Theoretical Foundations

There are several theoretical explanations that can be used to explain the need for security. It can be explained economically where because of governmental financial constraints, the private sector now provides a myriad of activities that were once the domain of the state. Combined with economic explanations, the growth of security can be examined in the context of governmental policy and politics, where at the local, county, state, and federal levels, policymakers have made the decision to increase security operations, or in some cases decide to use private security services that were





**FIGURE 1-1** Maslow's Hierarchy of Needs  
 Source: *Motivation and Personality*, 3rd edition by Abraham H. Maslow, edited by Robert D. Frager & James Fadiman. Copyright (c) 1987. Pearson Education, Inc., Upper Saddle River, NJ 07458.

traditionally the responsibility of government. Private security can also be explained sociologically, examining the social process of security based on individual, class, and organizational behaviors.

**Maslow's hierarchy of needs** A theory that explains human motivation and development. Created in 1958, Maslow hypothesized that in order for humans to excel, they have prepotent or *a priori* needs that must be met before progressing on to more advanced, complex needs.

One theory that has been used to explain the need for security is **Maslow's hierarchy of needs** (Figure 1-1 ■) that explains human motivation and development. Created in 1958, Abraham Maslow hypothesized that in order for humans to excel, they have prepotent or *a priori* needs that must be met before progressing on to more advanced, complex needs. The first needs according to Maslow are physiological, which comprise the physical requirements of human survival that include clothing, shelter, food, and water. Once these needs are adequately met, Maslow proposed that individual safety and security needs take precedence in one's life that include protection from personal and economic harm and having family and friends to ensure one's safety. Once these safety-related needs are adequately met, humans can progress to meeting their interpersonal needs that include developing effective interpersonal relationships and a sense of belongingness, subsequently improving one's level of self-esteem—another need on the hierarchy. Following these four needs, then humans can reach or achieve their full potential or self-actualization.

**theory of collective security** Posits that individuals will engage in self-protection activities when they perceive instability or insecurity with existing forms of protection provided by the government.

Using this theory to understand security, it becomes clear that safety and security needs and issues are priority needs that must be met. Failing to meet safety and security needs can have profound effects on individuals' abilities in establishing positive interpersonal relationships and a sense of belonging, impacting their levels of self-esteem. Applying this theory to an industrial security example, consider a company that has a security program to protect its assets and to ensure that employees feel safe and secure in the course of their daily work activities. Because of effective security, employees will have positive social interactions, high levels of self-esteem, and increased productivity. If, however, security is lacking, individuals may not feel safe or secure; hence, the organization could experience low productivity, morale, and employee resignations.

Next, the **theory of collective security** suggests that individuals will engage in self-protection activities when they perceive instability or insecurity with existing forms of protection provided by the government. In societies where there are strong forms of social



control where effective forms of security are provided by the government, the citizens accept it and collective security exists. However, in times of instability or insecurity this collective security is threatened and people will resort to relying upon themselves and others for protection instead of the state. In these cases, individuals may engage in security-related activities, arming themselves, and making their homes more difficult to break into through better lighting and locks. They will use private security services to meet their needs (McDowall & Loftin, 1983). Similarly, when organizations perceive that the state cannot provide or meet their necessary security-related needs, they may create their own security forces to meet their specific needs.

Finally, there is the **mass private property hypothesis**. The mass private property hypothesis posits that areas of public life that were once the domain or control of the public police are now under the control of private companies. Because of the growth of office complexes, theme parks, gated residential communities, shopping malls, health care campuses, educational institutions, and other large private properties, the domain of the public police has shrunk. Therefore, the need and demand for increased numbers of private security personnel and technologies has increased in order to protect the users of these mass private properties (Kempa, Stenning, & Wood, 2004; Shearing & Stenning, 1981).

**mass private property hypothesis**

A hypothesis posits that areas of public life that were once the domain or control of the public police are now under the control of private companies.

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## SECURITY SPOTLIGHT

Think about your typical day. In what respects is security being provided to you during each part of your day? For example, as you leave your home, drive to school or work, shop at a store or online, or go out for the evening with family or friends, what forms of security are in place in each of those settings and during each of those activities?

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## ► Security: A Brief History

### Ancient Traditions

The need for and the practice of security is as old as mankind and civilization. In early prehistoric societies, the protection of persons and property was the responsibility of individuals, clans, and tribes that often “target hardened” or protected themselves and their properties in some manner. Some examples of physical security measures include the Great Wall of China that was built by Emperor Chen to protect his citizens and country from invasion from the Mongols (Fisher, 1995). Roman fortresses and other walled cities and castles whose remnants can still be seen throughout the world today also demonstrate the collective need for security. If not the protection of civilizations, assets needed to be protected. Deceased Egyptian Pharaohs were buried in secrecy in deep massive vault-like tombs that were sealed with heavy stones and mud to deter grave robbers (Dębowska-Ludwin, 2011). The Egyptians are also credited with inventing the mechanical lock over 4000 years ago while the Romans used heavy wood chests with locks and steel hardware to secure their valuables (Çelik, 2015; Wardle & Wardle, 2004). In other cases, the ancient historical record is also replete with stories of assassination where leaders used personal bodyguards for their protection. As the concepts of territoriality and personal property increased and societies became more complex, ultimately written laws were developed and formalized to proscribe (forbid) and prescribe (encourage) specific types of human behavior. Eventually, private and public security systems were created to deter potential offenders, enforce societal rules and laws, and provide protection for persons and property (Purpura, 2003; Simonsen, 1998).



## English Origins

Under the Anglo-Saxon period in England (400–1066 A.D.), no formal police system existed. Policing was at the community and kinship level where family groups of 10 belonged to a territorial-based tithing unit and able-bodied males were responsible for social order and preventing crime in the tithing. These *tything* (or tithing) *units* were supervised by a tythingman (a forerunner of the constable) who was responsible for dealing with crime and disorder in the tythings and sometimes beyond. In turn, 10 tythings were organized into hundreds that were supervised by hundredmen. These hundreds were then organized into geographic areas known as shires. These shires were then supervised by a **shire reeve** who was elected by the hundredmen in the shire. The reeve was responsible to the Crown and had full administrative powers (including taxing) over the shire while the hundredmen answered to and followed the reeve's directives (Mawby, 2013; Morris, 1968).

### shire reeve

Individuals who were elected by the hundredmen who supervised the tything systems within shires.

### Frankpledge system

Ancient policing/watch practice in England where all able-bodied men were required to serve the crown by participating in security-related activities (called the Watch).

**watch** Pre-modern/ancient form of policing in England and America where citizens were responsible for security-related activities.

### Statute of Westminster of 1285

Established local responsibility for police and security-related activities in walled cities and towns.

**thief takers** Forerunners of modern day detectives that recovered stolen goods for a fee; provided for in British Highwayman Act of 1692

### Bow Street Runners

Created in 1742. Were legitimate and salaried thief takers that were paid through governmental funds and operated out of the Bow Street Court.

After the Norman invasion and conquest of England in 1066 A.D., a more centrally controlled county (shire) government system was created through which the king appointed a law officer (the reeve) to act as the magistrate for each county. While keeping the tithing structure and the watch, the Normans also instituted the Frankpledge, a compulsory system of mutual responsibility, where every able-bodied male had to belong to a tything and was responsible for the collective security of the community and crown. As part of the **Frankpledge system**, all able-bodied men were required to serve the crown by participating in security-related activities (called the **watch**), patrolling the tything unit and responding to criminal activities when citizens raised the hue and cry, alarming others that a crime or an emergency occurred. Under this system, the shire reeve could also deputize a posse to seek out criminals and enforce the common law of England (Joyce, 2011). This structure of policing became more formalized under the **Statute of Westminster of 1285** that further established local responsibility for police and security-related activities in walled cities and towns. Under the Statute of Westminster, it was the responsibility of all able-bodied males between the ages of 15 and 60 to engage in security-related activities by keeping a weapon at home and participating in the watch system, taking turns as nonpaid night watchmen in the community and guarding the entrances into towns. It was also the responsibility of these individuals to participate in the hue and cry. The hue and cry required citizens to come to the aid of others, assisting in the pursuit and arrest of criminals when called upon (Rawlings, 2002).

In the late 1600s and early 1700s, the industrial revolution dramatically transformed the economic and social conditions in England. Villages became cities and crime increased. The watch, with some modifications, still remained as the primary form of policing. In London in 1735, for example, individuals could hire watchmen as a substitute for themselves. However, in many of these urban settings, the volunteer watch system and the hue and cry simply could not keep up with the nature and extent of social disorder and crime (Rawlings, 2002). In response, the central government in England passed additional laws. For example, The Highwayman Act of 1692 made provisions for the use of **thief takers**, persons who captured thieves and recovered stolen property for a fee paid by the victim and, in some cases, by the government. While this system led to some serious abuses because the thief takers sometimes stole the property themselves or were in collusion with the criminals, it was nevertheless the impetus for the creation of private detectives and the public police. In 1742, Henry Fielding, a magistrate of the court on Bow Street in London, established a small group of legitimate and salaried thief takers who were paid through governmental funds. Known as the **Bow Street Runners** because they operated out of the Bow Street Court, these individuals were effective in patrolling, responding to incidents, investigating crimes, and capturing criminals. Later taken over by his brother John in 1754, the Fieldings' model of policing became the foundation for the first public police





force where eventually in 1829, Home Secretary [Sir Robert Peel](#) introduced the [Metropolitan Police Act](#) to the English Parliament. This Act replaced the existing watch system in metropolitan London (not the city of London) with paid, full-time police officers. It was the first public police force in England and eventually a model of policing for other nations, including the United States (Durstun, 2012; McLynn, 2013).

**Sir Robert Peel** The British Home Secretary credited with creating the first full-time police department in 1829 in metropolitan London.

## The American Experience

The review of the American Experience reveals that the growth of security paralleled the growth of industries, society, technologies, and various social movements. One of the underlying themes of the American experience is that the private security industry was (and still is) entrepreneurial, finding new opportunities based on market and societal needs, “filling the voids” that the public sector could not provide.

Another theme to consider is that as society and institutions have become more complex, the problems of security enlarge and oftentimes magnify in importance. In a broad sense, the American Security Experience can be placed into three eras: colonial to WWI, post-WWI–2001, and the post-9-11 era.

**Metropolitan Police Act** 1829 British law, promoted by Sir Robert Peel, that established first public, full-time police department in the world.

### Security in America: Colonial Origins to WWI

The criminal justice and private security systems in the United States developed primarily from the English common law structure and practices and the philosophical underpinnings of collective security. Most of the original American colonies were settled by the English. Thus, the colonists simply transplanted the laws of England and existing policing practices onto American soil. For example, as in England, the sheriff was the primary legal official in many jurisdictions. Likewise, in colonial America and even into the early 1800s, many cities still relied upon the watch system to perform security functions. The first watch in the city of Boston was created in 1636 where the main responsibilities of the citizen force that was supervised by the city marshal were to control public order crimes and to raise the alarm in the instance of fire (Lane, 1971).

In pre-WWI society, the infrastructure of the United States was in its infancy. Local, state, and federal governments were generally small and undeveloped, providing limited social service functions related to the provision of police and security-related services. Historians trace the beginnings of formal governmental police departments to Detroit in 1801 and Cincinnati in 1803, and the first national investigative agency to the U.S. Post Office in 1828. Boston created the first formal police department in the United States in 1838. New York City followed suit in 1844, San Francisco in 1847, and Dallas in 1856. At the federal level, an investigative arm was formed in the U.S. Treasury Department in 1864, and the Border Patrol was created in the U.S. Justice Department in 1882. In most cases, these agencies were rudimentary in nature. In the case of local police, they were oftentimes corrupt and controlled by the local political machines, lacking specialized detective units and the personnel needed to address many of the social issues and property crimes that existed. On the American frontier, meanwhile, police services (if they existed) were provided primarily by county or city sheriffs, constables, and marshals. Lacking assistants, sheriffs, and marshals were authorized to deputize citizens and form posses when a threat to security existed—an artifact of the English hue and cry. When police officials were not available, citizens often formed vigilante groups, which were organized attempts by citizens to maintain law and order (Abrahams, 2003).

With the birth of the coal, steel, railroad, and chemical industries, the need to protect private property led companies to create their own specialized security forces. One specific issue that needed to be addressed was labor unrest. As early as 1829, workers constructing the Baltimore and Ohio railroad were engaged in various forms of labor protest (including strikes, riots, and other forms of violence, including murder) over issues related to pay, job security, and working conditions. In other cases, gangs of workers attacked slaves and clashed with other ethnic groups, such as the Irish and Germans, working for the B&O Railroad over



perceived inequities and bias. In some of these incidents, the B&O Railroad relied upon local sheriffs, volunteers, and state militia to arrest and quell the violence. However, in other cases, these public sources were limited, resulting in the company creating its own police force in 1849, hiring 25 armed guards to keep peace on the railroad lines. This was the first railroad police agency in the United States (Mason, 1998).

#### Railway Police Act

Granted police powers to railway security personnel in 1865 in Pennsylvania, leading to the creation of the Reading Railroad Rail and Coal Police.

Unrest existed in other parts of the country. In 1865, the state of Pennsylvania passed the **Railway Police Act**, the first of its kind in the United States, which granted police powers to railway security personnel, leading to the creation of the Reading Railroad Rail and Coal Police. Working alone or sometimes with Pinkertons, these police forces protected railroad and coal companies from labor agitators, including the Molly Maguires. In 1866, this Act was extended to the steel companies who, like the railroads, could have their own security police by simply petitioning the governor that the company needed police powers to protect its properties (Kenny, 1998; Shalloo, 1929). This labor unrest was not restricted to the eastern United States. In a series of strikes in the Mesabi Iron Range in 1916, the Governor of Minnesota deputized private mine guards employed by the iron and steel corporations, giving them the same powers as sheriffs to combat the 20,000 strikers throughout the iron range (Marcy, 1916). In other cases, public law enforcement relied upon private company police to supplement its meager forces. In the Lattimer Massacre that occurred in the state of Pennsylvania in 1897, for example, the local sheriff used company police to build up his force to 150 men who subsequently opened fire on the 400 protesting miners, killing 19 and wounding 38 more (Wolensky, 2008). Besides their role in labor unrests, many corporations had established company towns where private security forces employed by the corporation were responsible for maintaining order throughout the town (Wagner & Obermiller, 2011). This role of private security in “union busting” activities continued into the 1930s.

The origins of contract security can also be traced to this era. As early as the 1840s, the need to protect money and financial instruments was recognized as a new security concern for companies where some entrepreneurial individuals formed courier companies. Later, to meet the needs of the growing financial sector, Henry Wells and William Fargo created the American Express Company in 1850 to transport gold, money, and financial instruments in New York and the eastern United States. Seeing the need and opportunity in the emerging west, in 1852, he and William Fargo created the Wells Fargo & Company to operate west of the Missouri River to transport goods and money from the gold-based economy of California (Fradkin, 2002). Other companies were also involved in the secure transportation of goods. In 1859, Washington Perry Brinks from Chicago formed a company to transport valuables. Later, the Brinks Company became known throughout the United States for its transportation of money, deposits, and company payrolls (McCrie, 1988).

#### Allan Pinkerton

Founded the nation's first private detective agency in 1850 called the Pinkerton National Detective Agency.

This era also saw the growth of contract security guards and detectives. In 1847 **Allan Pinkerton**, a barrel maker, agent in the Underground Railroad, and amateur detective from Dundee, Illinois, gained fame as a detective after discovering a local counterfeiting operation and assisting the local police in other counterfeiting and kidnapping cases. Later serving as the city of Chicago's first detective in 1850, Pinkerton also created the North-Western Police Agency (later to become the Pinkerton National Detective Agency), the nation's first private detective agency. During this time period, Pinkerton and his agents provided private police, security, and investigative services for clients, and he and his staff functioned as the intelligence arm of the Union Army during the Civil War. In his role as the first Chief of the U.S. Secret Service, he is credited in thwarting an assassination attempt against President Lincoln in Baltimore in 1862. Pinkerton's fame, company, and services expanded after the Civil War where, oftentimes, Pinkertons were involved in preventing labor unrest by providing security officers in disputes and using undercover agents to detect labor agitators in companies (Dempsey, 2010; Lewis, 1948; Lipson, 1988; Weiss, 1986, 2007). Pinkerton was not the only contract security company that existed. Other companies included the Baldwin–Felts Detective Agency that was used by companies to address union-related issues in the coalfields of West Virginia and Colorado



(Lewis, 1993). There was also the William Burns International Detective Agency that was founded in 1909. Burns worked for the Secret Service before forming his agency, later becoming the Director of the FBI in 1921 (Weiss, 1986). These contract security companies performed a variety of services for the federal government and were arguably the only national police forces that existed until the FBI was created in 1909 (Hunt, 1990; Seigel, 2015).

Other types of security also emerged during this period. With the invention of the telegraph and electricity, the alarm market emerged. In 1844, Samuel Morse, the inventor of the telegraph, created a fire alarm telegraph system in Washington, DC and Baltimore. The first electric burglar alarm patent was also issued to Augustus Pope in 1853 (Greer, 1979). Later in 1857, Edwin Holmes created an electric burglar alarm that used existing telegraph wires to transmit signals to monitoring stations located throughout Boston. Later Holmes expanded his alarm business by partnering with the emerging telephone industry. After the Great Chicago fire in 1871, for example, it was estimated that the city had over 430 miles of telegraph and telephone wires linked to the city's fire stations in the 1880s (McCrie, 1988; Nye, 1997). By the 1880s, fire and burglar alarms were common security devices for homes, banks, and other businesses, and alarm companies including the American District Telegraph Company (ADT) (that still exists today) were created. Many of these alarm systems were quite specialized for their time, as was the case of Holmes' "Electrical Envelope for Safes" 1879 patent application that was basically a series of electrified tin foil strips wrapped around a safe that sensed changes in the electrical current. With the creation of "modern" retail model in 1879 by F.W. Woolworth where customers now had direct contact with merchandise, the problem of retail theft or shoplifting by customers also became an issue for merchants (Hayes, 2014). This issue led to some retailers creating private security or store detective forces, which was



**Allan Pinkerton, 1819–1884. Pinkerton founded the first private detective agency in the United States. During the Civil War, he and his staff functioned as the intelligence arm of the Union Army. Civil War: Antietam, Maryland. Seated: R. William Moore and Allan Pinkerton (Right). Standing: George H. Bangs, John C. Babcock, and Augustus K. Littlefield.**

(Photo courtesy of Library of Congress.)

