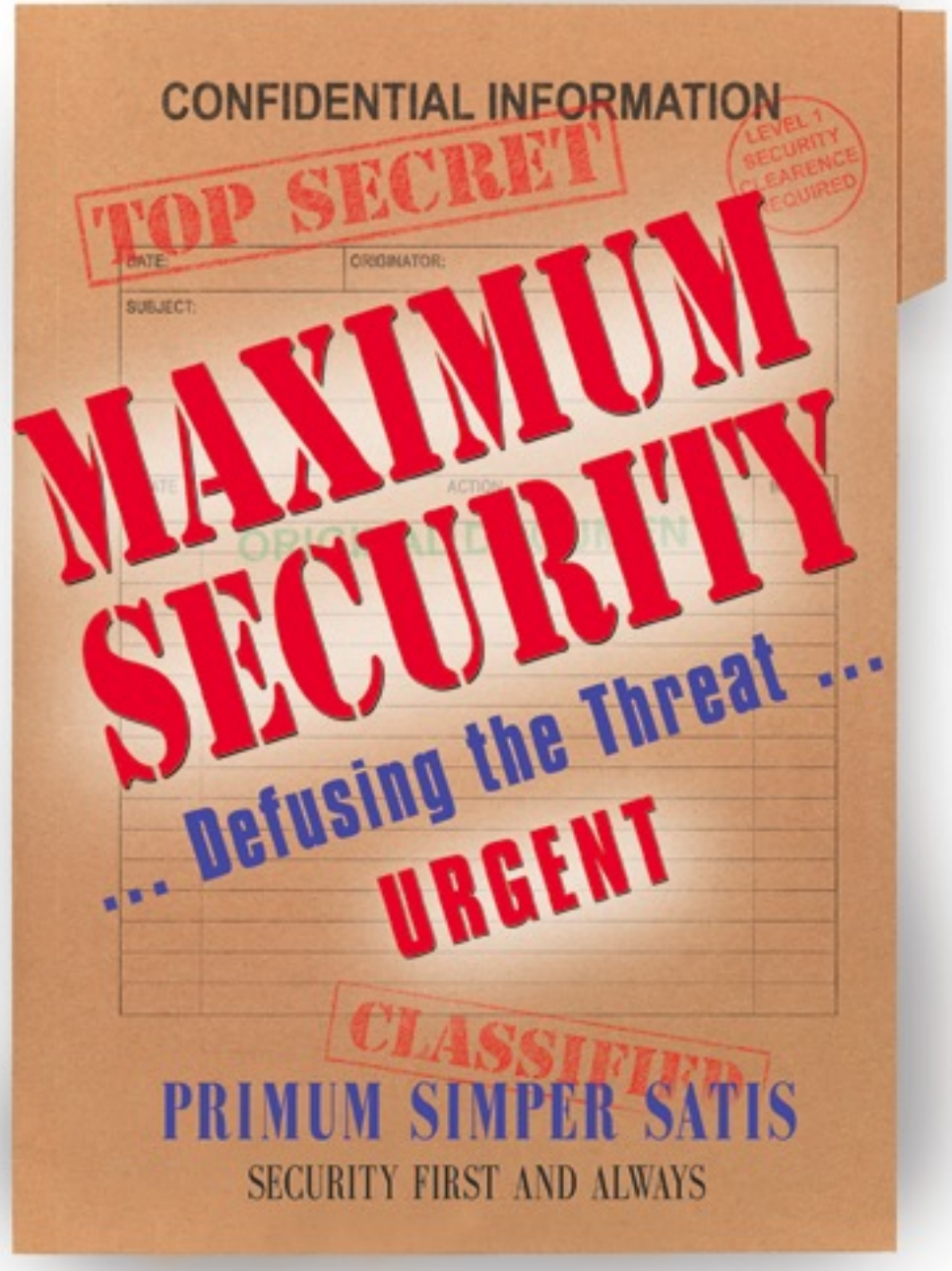

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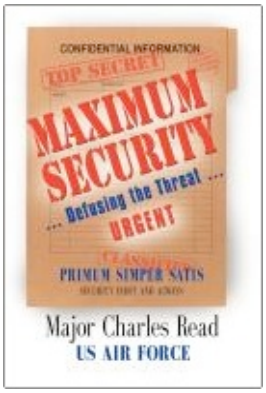
US AIR FORCE



Don't cut corners with safety - security starts here! In these uncertain times, security professionals and their customers can be sure of one thing; you need this book! Learn what the pros know - learn to think like a security consultant and give yourself peace of mind. For those interested in establishing themselves as security consultants, nothing is better than Charlie Read's informative and easy-to-read, one-of-a-kind book. A must-read for anyone interested in safety and security!

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First Edition

WHAT THE EXPERTS SAY

Charlie Read, whose law enforcement and private sector security experience is exceptionally broad, now presents another "must have" addition to any law enforcement or security professional's library. This book provides unique insight and perspective.
– Michael J. Hawley, Esquire

This book prepares the reader to establish credentials as a professional Security Consultant. Charlie is a security professional with significant experience in developing and managing security programs, both as a special operations officer in the military and now as a civilian consultant.
– Richard F. Forno, Author *Incident Response*; Chief Security Officer, Network Solutions, Inc.; Former Senior Information Security Analyst, US House of Representatives

Comprehensive and well presented. We adopted his previous book, *Principles of Security Consulting*, as the required text for the award of the Certified Security Consultant designation. Don't even think of entering the Security business unless you read this book". – Joseph Alercia, II, JD; Founder & CEO, Lion Investigation Academy; President, American Detective Agency

Well presented, comprehensive, and most informative. I plan to introduce it to my Security Management and Criminal Justice students. Anyone serious about a professional Security or Public Safety career should read this book. – Robert Abraham, Chief of Police (retired), Sea Gate, NY; Inspector (retired) NYPD; Former Professor of Criminal Justice, John Jay College, CUNY.

In these uncertain times, security consultants and their customers can be sure of one thing; you need this book! It combines security smarts, business leadership and old-fashioned common sense into an informative handbook. Don't cut corners with safety – security starts right here! – William J. Gorta, Associate Editor, NY Post; Fulbright Research Fellow; Captain (retired) NYPD; Member of the original COMPSTAT team (computerized crime reduction program)

"A must have guide for professional security consultants. Charlie Read has written the best study of security consulting on the full range of issues that a security consultant could encounter". Sam J. Ofshinsky, Safety and Security executive with GE/NBC and CBS, Security Consultant to Fortune 500 firms and the US Government, and former FBI Procurement Agent and Contracting Officer.

ABOUT THE AUTHOR

Charles Read is the author of *Principles of Security Consulting,* 2002.

The author's consultations include leading the pre- and post-merger security consulting project for PricewaterhouseCoopers, directing security nationwide for the Ringling Brothers and Barnum & Bailey Circus, and serving as the Assistant Chief of Police in Sea Gate, NY. His tenures with the New York State Police and Pennsylvania Office of Attorney General include providing dignitary protection to the Governor and the state's first family, firearms training, special weapons, major criminal investigations, and assignment to several high-profile joint federal task force operations. Most recently the author served as Town Manager in Southern Shores on the Outer Banks of North Carolina.

Among many military accomplishments during his distinguished career was Major Read's service as a Chief of Security Police within the elite U.S. Air Force Special Operations Command. He led and directed force protection activities in support of special operations missions in the United States, England, Korea, Japan, Honduras, Puerto Rico, and Saudi Arabia where he participated in Operations Desert Shield and Desert Storm.

The author is a Certified Security Consultant, Licensed Private Investigator and Certified Fraud Consultant. He received his degree from Excelsior College, Albany, New York and is a graduate of the Pennsylvania State University, Police Executive Development Institute and of the School of Government at the University of North Carolina at Chapel Hill. He has served as a Certified Arbitrator for the Better Business Bureau and as an

Major Charles Read

Instructor of Criminal Justice and Leadership Development at Valley Forge Military College.

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Part A

Chapter 1
The Historical Perspectives

INTRODUCTION:

Man's attempt to protect and separate himself from others has been well documented; he built barriers, dug moats, developed weapons, and devised codes of conduct to protect property and the general welfare. Cave dwellings demonstrate that early man utilized his natural environment for security. Archaeologists have uncovered high walls surrounding entire ancient towns and cities. The Great Wall of China, now a Chinese national treasure, was built centuries ago to keep out the Mongols. Medieval European castles were encircled by moats, and connected to land by drawbridges. Here in the United States, the historic movement westward required the construction of forts to provide security for the early settlers from hostile forces.

Early European Developments-

Early attempts by man to provide for the security of his family were crude by today's standards but eventually evolved into formal, sophisticated safety and security programs when families began to form tribes or clans. Tribal security customs developed from this rudimentary system which provided security for both the individual and the group. Historians report that Alfred the Great was the first ruler to provide national security.

Skip ahead to The Peelian Reform-

In 1822, Sir Robert Peel became England's Home Secretary. He had a strong belief in creating a unified, professional, and strong police force. Previously, when serving as Secretary for Irish Affairs, he reformed the Irish Constabulary – whose members were thereafter referred to as "Peelers." In his position of Home Secretary, Peel introduced the criminal law reform bill and reorganized the Metropolitan Police, also referred to as "Peelers," better known as "Bobbies." Peel also attempted to decentralize the police forces and hold each community responsible for its own security.

Not all of Peel's efforts were successful, and the use of private guard forces continued in recovering stolen property and providing protection for private persons and businesses. However, it was Peel's visionary programs that served as the model for law enforcement agencies for years to come, not only in England but also in the United States.

During Peel's first few years in office, he concerned himself with social reform and the codification of laws. He consolidated the laws dealing with theft and the destruction of property into one volume and then did the same thing with offenses against persons. In England at this time there were more than 200 offenses bearing the death penalty. Peel abolished more than a hundred of these. He abolished "Benefit of Clergy," in which a clergyman could escape punishment for a first offense in certain felonies and made it easier for victims of sex crimes to get justice by abolishing the requirement to provide embarrassing evidence.

In 1828 Peel appointed a Select Committee to study the police. Their report called for the formation of the Office of Police under the Home Secretary, and all magistrates without bench duty reporting to the Home Secretary. All watchmen, constables, and

police were incorporated into the new Office of Police. The City of London proper was not placed under the structure, facilitating acceptance by Parliament.

Peel appointed Sir Charles Rowan and Sir Richard Mayne as the first Commissioners for the Metropolitan Police. Rowan, a military man; and Mayne, a former magistrate were likely selected because of their respective backgrounds. One of their first actions was preparing a book of "General Instructions" delineating the constables' duties and responsibilities.

One of Rowan and Mayne's important contributions was the list of nine principles which guided their department. These "standing orders" are familiar to anyone who has served as a policeman or security officer in the United States and serve as the basis of our mission statement:

1. To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment.
2. To recognize always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behavior, and on their ability to secure and maintain public respect.
3. To recognize always that to secure and maintain the respect and approval of the public means also the securing of the willing cooperation of the public in the task of securing observance of law.
4. To recognize always that the extent to which cooperation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objectives.
5. To seek and preserve public favor, not only by pandering to public opinion, but by constantly

demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustice of individual laws; by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing; by ready exercise of courtesy and good humor; and by ready offering of individual sacrifice in protecting and preserving life.

6. To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public cooperation to an extent necessary to restore order; and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.
7. To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen, in the interest of community welfare and existence.
8. To recognize always the need for strict adherence to police executive functions, and to refrain from even seeming to usurp the powers of the judiciary or avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty.
9. To recognize always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them.

Rowan and Mayne focused on a system of policing in which the police were partners with the public. Rowan and Mayne knew that the survival of their new police system was dependent on

acceptance by the public. They emphasized justice, equality, crime prevention, and cooperation. The Metropolitan Police are the first modern police force.

By June of 1830 the force consisted of about 3,000 men. Between 1829 and 1831, 8,000 men had been enrolled, and more than 3,000 had been discharged for unfitness, incompetence, or drunkenness. The police brought about a reduction in crime, control of riots, and re-establishment of order in London. The police concept was extended to the boroughs in 1835 and incrementally to the counties in stages from 1839 to 1856. Gradually, it spread throughout the British Empire.

Early American Police Development

Security practices in colonial America followed those that the colonists had been familiar with in England. The need for mutual protection in a new and unfamiliar land brought them together in groups much like those of earlier centuries.

The Massachusetts Bay Colony created the Office of Constable, whose duties included; "…keeping the peace, raising the hue and cry, controlling drunks and apprehending criminals." Over time his duties were expanded. By 1658 they included; "… informing the Magistrar of New Comers, taking charge of the Watch and Ward, raising the hue and cry, tallying votes for deputies to the general court, summoning jurymen for duty, bringing accused before the court, bringing before the court men and women not living with their spouses, collecting taxes, and other sundry duties including the hanging of sheep-killing dogs where the owners refused to do so themselves…"
As the settlers moved west in Massachusetts, along the Mohawk Valley in New York, and into Pennsylvania and Virginia, they were faced with a need to protect themselves from hostile

Indians and settlers from other nations, such as the Spanish and French. Their settlements usually consisted of stockades and forts surrounded by the farms of the inhabitants. When the alarm sounded the threat of attack, people left their homes and farms for the safety of the fort and jointly participated in its defense.

Security was established in towns following English traditions. Sheriffs were elected in Virginia and Georgia, Constables were appointed in New England, and Watchmen were hired to patrol at night. As the small colonial settlements developed into cities, night and day watches appeared. In 1631 Boston established a night watch, and in 1643 a burglar watch was established in New Netherlands (New York). In 1700, Philadelphia established a night watch where all citizens were obligated to take their turns

In his study, *American Police Systems*, Raymond B. Fosdick analyzed the evolution of the New York watch force, and reported that; "…its ranks were made up for the most part of men who pursued regular occupations during the day and who added to their incomes by serving the city at night. 'Jaded stevedores, teamsters and mechanics' comprised the New York force and that no standards except those of a political nature were applied in selection. One Matthew Young was appointed watchman in Boston 'in order that he and his children do not become town charge'. An investigating committee of the Boardof Aldermen in New York made the finding that the incumbents were selected for political opinions and not for personal merit and that the term of service of the incumbent was uncertain and often very brief, depending on the change in political party. Another investigation in 1838 opined that watchmen dismissed from one ward for neglect or drunkenness found service in another.

In 1844 the legislature of New York abolished the watchman system and created a police force. The act established a force of 800 men under the direction of a chief of police, who reported to the mayor. Boston and other cities were soon to follow New York's example.

The establishment of new police forces may have solved some problems, but it also created new ones. From the beginning most of the major municipal departments were embroiled in politics with the "spoils system" controlling the administration of many departments for most of the nineteenth century. America had failed to learn from England's mistakes. During the last half of the nineteenth century and the first decade of the twentieth century, the police became a tool of the politicians with their primary function restricted to maintaining the status quo.

The development of Private Security in the United States

The development of security forces seems to follow no established patterns except as a reaction to public pressure for action. Influenced by Peel, New York adopted his general principles in 1833 to improve police operations. Most legal concepts and security practices stemmed from England. Police departments in the nineteenth century were inefficient and the failure of the federal, state, and local governments to provide adequate safety and security in response to increasing crime levels in a growing urban and industrialized society spawned the development and growth of the first professional private security responses in the second half of the nineteenth century.

The Pinkertons

Allan Pinkerton is credited with being the father of private security in the United States. In 1855, Pinkerton, after serving as

a "Copper" and as the Chicago Police Department's first Detective, founded the Pinkerton Detective Agency. For more than fifty years his company was the sole provider of security and investigative services throughout the United States. During the Civil War, Pinkerton Detectives served as intelligence agents for the Union Army. However, their primary employer throughout the earlier years of the company was the railroad industry. His detectives and investigators concentrated on providing security services for the railroads and catching train robbers.

The Pinkerton Agency was successful due to the lack of adequate public law enforcement agencies and the government's inability to provide protection and security to private citizens and private enterprises. Geographical boundaries restricted public police when conducting investigations and apprehending fugitives. This limitation facilitated the growth of private security. Pinkerton and his Detectives became famous for their pursuit of criminals throughout the country.

The Pinkerton Agency's model established that private security and protective services could be provided in a manner that benefited the interests of both government and private individuals alike.

Other 19th Century Developments

Railroad Security & Police

During the 1800's many states passed legislation granting the railroad industry the right to establish a proprietary security force for the protection of company assets. In most cases these forces were vested with full police powers. Additionally, the Federal Railroad Law mandates that railroad companies provide

for the protection of passengers and freight. With the westward expansion, railway lines were extended into sparsely settled areas that had little or no public protection. Trains were subject to attack by Indians and outlaw gangs that robbed passengers, stole cargo, caused train derailments and generally disrupted communications and railway traffic. Railroad police are the oldest, most highly organized segment of the proprietary, private security industry in the United States.

Electronic Alarms

Edwin Holmes of New York City invented the electric burglar alarm twenty-five years before the electric light. In 1858, Holmes began the first central burglar alarm operation, and by the latter half of the century, electric alarm protection for industry and business establishments in New York City was quite common. Innovation of physical security equipment is ongoing and new technology is introduced virtually every day.

Security Delivery Services

During the westward expansion of the 1800's, stagecoach lines provided passenger, mail, and courier service throughout the West. These stagecoach companies faced the same crime problems as the railroads. Wells Fargo and others were the forerunners of today's armored car and courier services. By 1900 Brink's had a fleet of some 85 wagons, transporting numerous materials, including payrolls and other valuable shipments, which could not be safely shipped by other means.

The Twentieth Century

At the turn of the century, a growing economy, increased industrialization, expanding immigration, and creation of labor

organizations created many conditions, along with increases in crime and criminality that fueled the need for growth within the private-security sector. In 1909, former Secret Serviceman and Director of the Bureau of Investigation, William Burns, founded the Burns Detective Agency, which became the sole investigating agency for the American Banker's Association and grew to be the second largest investigative and guard service company in the United States. Until the founding of the FBI, Pinkerton and Burns were the only national investigative service agencies in the US.

World War I also contributed to the growth of private security. Espionage and sabotage became potential threats to American industry and commerce. Security personnel supplied by private contractors were utilized to guard facilities, assets, and operations.

Following World War I private security activity declined, reaching a low point during the Great Depression. World War II rejuvenated the private security industry. In many instances, the federal government mandated that contractors employ comprehensive security measures to protect materials necessary to the war effort from sabotage and espionage. As a result of this heightened state of security, private industry became more aware of the role that plant security could have in the protection of facilities, assets, and personnel.

Security and public-safety needs will continue to outgrow the capacity of public law enforcement agencies to adequately and effectively address those needs. Accordingly, there will be an increasing reliance on the role and function of private security and protective services. The development and expansion of both private and public security services has evolved from the basic historical stage to include some of the most progressive

operational and technological techniques of crime prevention, detection, and apprehension in use today.

During the past three decades, the growth rate of the private security industry has far surpassed that of public law enforcement. Studies show that since the late 1930's several thousand new firms have entered the private-security field. There are now more private-security personnel than law enforcement personnel in the United States. History and common sense tell us that this trend will continue. Security will remain a growth industry for the next several years, just as it was for the 1990's. It is estimated that the economic challenges we face today will fuel a need for increased security measures and generate a need for new operational security personnel.

Factors of Growth and Guard Service Expansion

World War II is largely responsible for the growth of the modern private security industry. At the end of World War II, we saw a growth of security services in both the private and public sectors. The value and contributions of security to both the private and public sectors had been established. Today contract security guards and proprietary security personnel can be found in almost every segment of commerce, manufacturing, institutional services, and government. Global conflict, terrorism, controversial immigration, expanded media coverage with real-world video of horrific events, and a declining economy have increased the fear of crime and reduced the feeling of tranquility. Estimated figures on the extent of crime against business is staggering - in the many billions of dollars. The fear of crime is likely to increase. One need only read a newspaper or watch the evening news to understand the perception of this nation's crime problems and the citizen's lack of confidence with the government's ability to effectively address them.

Technological Advances

Technology will always play a major role in the growth of the private security industry and will continue to evolve. Even the lock, one of the oldest security devices, has evolved; combination locks, time locks, electronic locks, and access-control systems that incorporate the advanced technology of television and microcomputers are replacing the time honored lock and key.

Technology has greatly improved the quality of all aspects of electronic security equipment. Improvements to electronics are adapted and assimilated into electronic security devices and systems. The progression from vacuum tubes to transistors to integrated circuit technology has played a major role in the growth of the security industry. Today devices are smaller, lighter, more easily concealed, and far more dependable. Electronic-security products and services comprise a sizable portion of the security market, and electronic-security devices are essential components of any security program.

It is incumbent upon the modern security professional to stay current on changes in electronic-security technology! No single book is going to provide all the technological information and remain viable - the technology simply changes too rapidly and too frequently. It is necessary for the security professional to study the information and articles published in the monthly and quarterly publications of the several outstanding professional security organizations. Additionally, attendance at training seminars and participation in manufacturer's certification training programs is highly recommended. Many colleges and trade schools offer security, electronics, and building-trades courses that serve to enhance the professional's knowledge. Attending security equipment expositions is a great way to be exposed to

the very latest in technology, meet and greet the manufacturer's representatives, research the informational materials, and check the competition.

Crime Rate

In recent years, crimes against persons and property have instilled a constant fear in many of being victimized on the streets, in the workplace, and even at home. Without question the crime rate, coupled with graphic depiction of crime by the news media, has contributed to the growth of the security industry in the United States. Guard services and electronic-alarm devices are now seen as ways of providing a measure of security that would deter or detect crime and criminality and protect against personal injury and loss of property.

Technology has also aided the criminal. New technologically driven crime techniques are being utilized to perpetrate criminal acts. Computer crime, credit card fraud, and other forms of white-collar crime are often beyond the capacity for effective investigation by local public law enforcement agencies. These types of crime often demand more time, technical assets, and financial resources than overextended police agencies can allocate or tolerate. Thus, a need has been created for sophisticated security personnel capable of utilizing highly complex investigative techniques and technical security measures.

Fueled by the rapid response and extensive exposure by the news media, many serious crimes have become more prevalent in recent years. Chief among these are terrorist acts, including bombings, skyjacking, political kidnappings, and hostage-taking. Many private companies, public institutions, and governments

have chosen to initiate additional and often elaborate security measures to thwart such criminal acts.

Government Regulation

In response to a need for greater public safety, governments at all levels have enacted laws, rules, and regulations promulgating an increase in security programs. The Federal Bank Protection Act of 1968 mandated increased security measures and equipment for federal banks. Since January 1973, the Federal Aviation Administration has required screening of all air passengers and their carry-on baggage; these measures have grown exponentially since the horrific acts of September 11, 2001. These are just two examples of how government regulations have served to nurture the growth of security. In both cases, security personnel and security products are needed to satisfy the new standards.

Professional Development

Private security is moving toward greater professionalism. As the needs for private security rise, and as the complexities and sophistication of the criminal element increase, a bigger, better, and more professional assemblage of security experts will be called upon. Professional-security organizations have been founded to provide representation, a voice if you will, for the security expert. Additionally, these organizations serve to assist with training, and other professional development goals. One such organization, the American Society for Industrial Security (ASIS), has a membership of more than 25,000 security managers. Founded in 1966, its past and current membership is made up of security practitioners whose purpose is to advance and enhance the security profession. ASIS serves as a major spokesman for the security industry and in recent years has

focused on the need for advanced research in loss prevention and crime reduction, and advanced security education. Additional security organizations include the National Council of Investigative and Security Services, National Locksmith Association, the National Burglar and Fire Alarm Association, the Lion Investigation Academy, and others.

Security has evolved into a diverse, sophisticated, and complex field. The traditional concept of the night watchman will no longer suffice. Instead, a new security person has emerged: highly experienced, better trained, more highly educated and better able to satisfy the growing intricacies of the security profession.

MODERN RESPONSES TO MODERN THREATS

The United States was once separated and secured by the high seas and therefore somewhat immune from foreign attack – that changed on September 11, 2001. On that infamous date, terrorists conducted the largest and most devastating attack on the home soil of the United States we have ever experienced, thereby demonstrating to the world that hostile attacks can be launched from virtually anywhere and against anyone.

The security posture of the United States will never be the same!

"Necessity is the Mother of Invention". Man has used his ability to innovate and adjust to changes in the levels of threat to provide for his safety and security. Safety and security needs were first addressed by the individual and his family and ultimately became the same as those of his community and culture. Customs and relationships expanded beyond the ties of the family until the informal activities of early man became the formal regulations and rules of more complex societies.

Over the past 40 years, administrators in many areas of our social, government and economic systems have recognized that all problems of disruptions, thefts, vandalism, assaults, and hijackings could not be solved solely by traditional public police agencies. As previously discussed, the challenged economy, crime rate, and greater exposure of criminal acts by the media, have created a security need that police agencies cannot handle alone. Public police do not have the manpower to fully protect large businesses, industries, and hospitals, for example. These private needs for security of property and persons have generated a demand for private guard services, protective-alarm services, armored car services, private investigative services, locksmiths, and security consulting services. High cost and inconveniences associated with numerous acts of unlawful conduct, coupled with loss of productivity by a workforce fearing crime, have caused managers in such areas as transportation, commerce, health care, retailing, industry, government and schools to look toward alternative means of protection. Although private security has been around for decades in major companies and industries, security was foreign to most quasi-governmental and/or public institutions. Today's needs for increased security came as businesses expanded operations and undertook assignments requiring more protection. The proliferation of plaintiff lawsuits against businesses for alleged lack of safety and security has also added to the growth of the security industry.

Security Services

Security services are varied. In an ideal situation, they are custom designed to meet the needs of the client. Many thousands of people are employed in a number of private security organizations. Some perform limited security duties, such as receptionists and night watchmen assigned to lesser

positions of responsibility and authority. Others work in highly specialized and complex fields, such as arson investigation and alarm services. Regardless of their level of responsibility and expertise, security personnel are involved in the overall protective services of our nation and have a direct impact on crime prevention and reduction. Accordingly, it is important that private security units work very closely with the formal governmental units of law enforcement.

Guard Services

To the general public, the uniformed security guard seen at retail stores, industrial plants, office complexes, banks, hospitals, sports complexes, and governmental facilities is the most visible part of the private security industry. Some wear the distinctive insignia of that organization, while others wear the insignia of a private, contracted firm. There are, then, two distinct types of guard services.

Contract Guard Services

In this situation, the guard personnel are employees of a vendor agency. Their duties and responsibilities, whether highly technical or mundane, are defined by the contract and administered by the vendor. Depending on the number of guards contracted, managers and supervisors may or may not be present on site. Generally management or supervisory personnel from the vendor are consulted for advice and assistance before any new program is implemented. Contract guard service is purchased from an outside firm, generally for a rate per guard-hour. The rate per guard-hour includes the guard's complete salary and benefits package, including tax and workers compensation requirements, and a profit margin – this is a highly competitive market. New security programs and

modifications to existing programs are generally initiated by personnel representing the vendor. Security vendors may be very large international organizations, such as Pinkerton, Burns, and Wackenhut, or they might be quite small and operate in limited geographical areas. When properly contracted and utilized, contract guard services can provide the Security Manager and Security Consultant with a great deal of flexibility.

Proprietary Guard Services

Proprietary guard service, or "in-house security," is security personnel in the employ of the organization being protected. Salaries and other benefits are paid directly to the employee rather than to a contract vendor. Duties and responsibilities are defined and controlled by the organization, generally not by an outside agency. Managers and supervisors of proprietary security personnel should be considered part of the corporate management team and should be included in the corporate decision-making process of planning and implementing programs in the areas of security and safety. Unfortunately, this is not always the case. Sometimes responsibility for security service comes under the domain of the personnel, human resources, facilities management, or other administrative division with little or no security expertise. Many proprietary security units are referred to as "plant protection units", because their duties include accident prevention and investigation, vehicular and pedestrian traffic control, clearance and escort of non-employees, fire prevention and protection, as well as basic law enforcement within the facility.

Protective Alarm Services

Many corporate and professional office buildings, commercial enterprises, industrial operations, institutional facilities, and

private homes utilize a wide variety of alarm systems and services. Intrusion-detection alarms (burglar alarms), robbery-alert alarms, fire-detection systems, medical-emergency-notification alarms, environmental-control alarms (high & low temperature warning), and other specialized alarms, often technically sophisticated, are installed, maintained, and monitored by many agencies throughout the country. Alarm systems and monitoring are provided by both big and small service companies. The installation, maintenance, and monitoring of these systems are sometimes subcontracted by the providing vendor. Alarm systems can be either proprietary or contractual; that is, they may be installed, maintained, and monitored by the user or by a contract agency. Some systems are purchased while others are leased. There are three basic types of alarm systems:

- The Local Alarm System - This type is designed to sound an on-premise alarm, such as a horn, bell, or siren. It serves to deter intruders and to alert persons in close proximity to an unauthorized entry attempt.
- Direct Police Connect - This system is silent and is not audible on the premises. Instead, a silent electronic signal is sent to the police department, over the telephone lines. Upon receiving the alarm, police can dispatch personnel nearest to the alarm site. Frequently, police issue a citation requiring payment for "false alarm" calls.
- Central Alarm System - This type of alarm system also utilizes the silent alarm signal and can be customized to send either silent or audible alarms within the facility. Instead of being monitored by the police, the signal terminates at a remote central alarm station. Central alarm stations may either be contractual or proprietary.

Response to alarms may be made by contract guards, proprietary guards, or the local police who are notified by the

central station attendant. These systems can also be used for medical emergency situations with emergency medical personnel dispatched along with or in lieu of police. With today's technology, sometimes fire alarm systems will be mated to the security system, creating a redundant system for added safety.

Armored Car Service

The history of the armored car service has roots in the early American west and has evolved into a secure, reliable mode of transport for today's business community with a need for comprehensive cash and valuables-handling solutions. Some of the private units of protection specialize in guarding and transporting cash, securities, gold, jewelry, or other valuables. These operations provide a specialized service, usually to the financial institutions; they service automated teller machines, collect cash revenues at assorted businesses, supply cash payrolls, and provide transportation security solutions for commercial operations and others who must transport valuables from one location to another. Armored car personnel are usually armed and operate in multiple jurisdictions – this requires special firearms licensing, allowing them to cross state lines while armed. Some of the larger armored car companies are Brinks, Loomis, and Dunbar.

Private Investigative Service

Private detectives and detective agencies, ranging from sole practitioners with local operations to multi-employee international corporations, offer their services to private citizens, attorneys, accountants, and commercial and industrial enterprises. Licensing requirements for private detectives and private Investigators vary by jurisdiction. In most cases, a license and bond are required to work as a PI. Unfortunately,

there are some states that still do not require licensing. Licensing qualifications generally require the applicant to pass a thorough background investigation, be of good moral character, and possess requisite skills and experience. Private detectives perform a number of services, including criminal and civil investigations, financial and fraud investigations, due diligence, pre-employment screening, litigation support, loss prevention and recovery, corporate intelligence, and others. Attorneys who desire information relative to clients, witnesses, jurors, suspects, or opposing parties often utilize the services of a private investigator. Industrial and commercial concerns that desire credit information, background checks on potential and current employees, or information on competitors employ private investigative services quite extensively.

Locksmith Services

Locksmiths provide a distinct and often complex and critical function in the security industry. Choosing the appropriate locking devices and keying systems to fit a specific application is often best accomplished by the trained locksmith. While locksmiths can provide a needed security service, their skills are often underutilized. Most locks are manufactured by large, national companies and distributed by various types of retailers and suppliers, and so are more often purchased through retailers and installed by general contractors or in-house maintenance personnel. Such persons very often do not have the expertise and knowledge of security possessed by the professional locksmith. With the proliferation of electronic and other sophisticated locking systems, the locksmith should be included in the physical security design and installation team.

Security Consultant Service

Private security consultants are a relatively new addition to the security industry. Driven by crime rates and rapidly changing technology, a need for specialists to accurately identify and solve security problems has emerged. These individuals usually have years of experience and can provide valuable assistance to professional, industrial, commercial, or institutional clients who desire outside assistance with security-related issues. Professional security consultants can deliver a broad range of high-level, cost-effective strategic solutions that quickly, accurately, and discreetly address client needs and concerns. Professional security consultants develop custom strategies that enable their clients to identify and reduce their threats and increase productivity. Remember loss prevention equals profit!

Specialized Areas of Security

Security services can be provided by either a private agency on a contractual basis, or an integral, operating component of the organization itself. In either case, security cannot function independently of the organization it serves. Numerous other private security services are available, including special security patrols, insurance investigation, and polygraph examination.

To fully understand the varied applications of security services, one must look to the whole range of businesses, industries, and organizations in which security plays a vital role. The specific needs and problems of the entity being served should dictate the security services provided.

Transportation

In the United States, millions of passengers and billions of tons of cargo are processed by the various transportation agencies each year. In New York City alone, more than three million passengers ride the buses, subways, and several railroads each day. Every component of the transportation system has common and unique security problems.

Governmental or quasi-official agencies - airport authorities, port authorities and other mass transit agencies - operate from a different legal position than most facilities owned and operated by a private enterprise. Generally security employees of airport authorities, port authorities, and some mass transit agencies have the same law enforcement authority as a municipal police officer of that jurisdiction; in fact, many are police officers vested with full law enforcement authority. As previously mentioned, railroad companies had the first large scale, organized police forces in the country. Proprietary security guard employees of a contract security firm doing business as a private enterprise venture do not have the same power of arrest as a police officer of a particular jurisdiction.

Generally, unless deputized, commissioned, or provided for by an ordinance or state statute, private security personnel possess no greater legal powers than any other private citizen. However, due to the position occupied by security officers, they have much greater opportunity to use their citizens' power of arrest than does an ordinary citizen. This justifies considerable attention and training in the laws of the local jurisdictions.

Airports and Airlines

Air cargo thefts and passenger checks are the major security problems faced by airports and airlines. Several federal agencies have direct security concerns with airports and airlines, including the Department of Homeland Security (DHS), Transportation Security Administration (TSA), U.S. Customs Service, FAA, U.S. Postal Service, FBI, Immigration and Customs Enforcement, and others. Prevention and detection programs are in place to identify smuggling, terrorism, postal violations, illegal immigration, importation of non-inspected foods and plants, and other public safety concerns. Many airport authorities have police departments and proprietary security forces to perform security functions associated with the properties of the airport. Additional requirements fall on the airlines themselves – the DHS/TSA and FAA have regulations requiring airlines to provide security in their respective locations in an airport. One requirement is to conduct passenger pre-boarding inspections. Many airport security functions are performed by employees of contract security firms. A problem unique to airports and airlines is the potential for large-scale disaster. Terrorist acts and plane crashes are examples of events for which security personnel must be prepared.

R**ailroads**

The railroad police are perhaps the oldest and best organized segment of the private security industry. Railroads pay their security personnel salaries and fringe benefits comparable with other railroad employees or municipal police departments. Accordingly, railroad police agencies can attract and keep an excellent security force. Crimes against persons, thefts, sabotage, terrorism counteraction, and vandalism are the industry's major security problems. Today, operating pursuant to

federal and state laws, railroad police generally have the same or similar law enforcement authority as state and local police, and many have law enforcement powers in more than one jurisdiction.

Maritime

Many large cities have a maritime authority which operates under governmental or quasi-governmental authority, and many large city police departments have marine patrol divisions, as do several state police organizations. The United States Coast Guard and United States Customs Service also have a law enforcement presence in ports that serve the international and interstate markets. Individual companies which lease facilities from the maritime authority often use a combination of proprietary and contract security services. Cargo theft and smuggling are among the major security concerns associated with the maritime industry.

Trucking

A majority of the materials and goods transported in the United States are handled by common carriers, rather than company-owned transportation fleets. Most materials and goods are transported by truck. Trucking firms generally rely on a small proprietary security protection force to deal with major thefts. They often utilize the services of contract security firms at fixed locations, such as terminals or distribution centers. Cargo theft, internal (employee) theft, product diversion, and hijacking are the trucking industry's major security problems.

Transit Authorities

Transit authorities, such as the Chicago Transit Authority and the New York City Transit Authority are generally governmental or quasi-governmental agencies that are financially supported by both public funds and revenues generated by passenger services. One of their numerous concerns is the loss of revenues as a result of fear of crime and resultant decreases in ridership. Robberies and vandalism are two major security problems. Additional concerns are similar to the rest of the transportation industry. Improvements in technology, hardware, and architectural design are the latest improvements to benefit the transit systems. Transit authorities are seeking to increase visibility in passenger waiting areas, to reduce patron waiting time, and to provide quick detection and response to criminal incidents through better utilization of technologically advanced hardware, improved communications, specialized architectural design, and more efficient deployment of security forces.

Commerce

Commercial facilities have unique security problems not easily solved by current police practices. Police agencies have neither the manpower nor the capacity to provide security services for the vast number of financial institutions, hotels, or other commercial enterprises in the United States. These businesses cater to the general public and must encourage a feeling of openness and availability if they are to remain competitive. At the same time, businesses must project an image of safety and security. Commercial facilities must provide for protection against an array of criminal activities, from the simple theft to complex schemes to defraud. They must always put the safety of patrons and employees first.

Lodging

Similar to transit authorities, facilities managers must make their customers feel secure from crime. The security problems associated with the hotel and motel industry are usually related to the crime patterns of the surrounding area. The most frequent security problems associated with the hospitality industry are thefts from automobiles and guest rooms and vandalism to the property of both the facility and guests. Other concerns facing hotels are their use by undesirable persons and the commission of vice-related criminal acts, including gambling, prostitution, and drugs. Generally, security services are provided by a proprietary staff, supplemented by employees of a contract security firm. A security manager is usually the decision-maker and the contract employee performs the patrol function. The use of technologically advanced hardware, along with efficient architectural design, will aid in providing for the safety and security of hotel guests.

Office Buildings

Large commercial office buildings typically have elevator banks in the lobby area and centrally located security personnel who control most of the pedestrian traffic. Frequently, visitors are required to register with a guard prior to gaining access to the elevators. CCTV systems are in common use throughout office buildings; they are often found in elevators, freight docks, public spaces (lobbies and passageways), points of access and egress, and other public areas where individual privacy is not violated. Security is generally provided by contract security personnel, however, some building owners and building management firms do employ proprietary guards. Security guard duties include monitoring the CCTV and making regular security checks throughout the building, and screening visitors. The major

security problems for commercial office buildings include after-hours burglaries and thefts, internal thefts, fraudulent "slip and fall" insurance claims, loitering, and trespass. Within the past few years, with the advent of the small laptop computers, office complexes in metropolitan areas have experienced large-scale theft of the computers during the business day. Frequently, thieves gain unauthorized access by "piggybacking" behind legitimate personnel during periods of high pedestrian traffic. Dressed in business attire or disguised as service or delivery personnel, they seek unattended, non-secured computers and other valuables. CCTV systems properly positioned, monitoring both access and egress, can assist in the identification and apprehension of these thieves. Computer thefts are generally of two types: thefts for resale and profit, and thefts to obtain proprietary business information – (industrial espionage).

Financial Institutions

Financial institutions face security problems quite different from those of other commercial enterprises. In addition to several common indirect losses sustained by other businesses, most losses to financial institutions are direct financial losses. These losses vary from simple theft to complex fraud, embezzlement, and other criminal schemes. The sheer number of financial institutions, bank branches, and the proliferation of automated teller machines has grown at a rapid rate resulting in significant increases in robberies, larcenies, burglaries, and vandalism. In response, Congress passed the Bank Protection Act of 1968 requiring federally insured banks, savings and loans, and credit unions to designate someone to be a security officer, cooperate with and seek security advice from various law enforcement agencies, and develop and implement comprehensive security programs and protection measures. Credit card, check, and other financial frauds, are also a major part of the fixed losses

sustained by financial institutions. Crimes against financial institutions are investigated by local police, the FBI, and the Secret Service.

Health Care Institutions

Unique security problems face the health care industry. Hospitals, for example, must remain open to admit the sick and injured, to allow patients to have visitors, and to carry on the normal activities that are required in caring for those who are unable to care for themselves. This openness creates unique challenges in providing adequate public safety, physical security, and access control.

Hospital Security

By their very nature, hospitals attract people experiencing great emotional duress. Additionally, declining socio-economic conditions, particularly in inner city locations, have generated a tremendous need for greater security in hospitals. This decline of the inner cities has compelled hospital administrators to deal with the problems of security. Previously, hospital administrators were not skilled in the area of security. Now in most hospitals, the security duties are the responsibility of a professional security director and a security force. Smaller, private hospitals seldom employ a totally proprietary security force like those of major industrial corporations; instead, they frequently utilize the services of contract security agency to supplement their own security employees. In addition to crimes generally associated with open facilities, health care institutions are also subject to the theft of controlled substances, prescription medications, high-value medical equipment, health insurance fraud, emotionally generated violence, and other unique criminal activity. City-owned hospitals in major cities such as New York

maintain their own police departments with law enforcement authority similar to that of the city police force. Certain states, such as North Carolina, have legal provisions that provide for hospitals and other private corporations to employ private police who are required to receive identical training and certification as their municipal police counterparts. The jurisdiction of these police departments is limited to "on property."

Nursing Homes

Nursing homes are full-service health care units for the elderly and severely disabled. Senior citizen residences offering limited nursing care, independent, and assisted living facilities now exist in most major metropolitan areas. Medical needs and financial limitations are generally the determining factors in selecting these types of facility. Like hospitals, nursing homes and senior citizen residences are faced with the security problems of visitor control and internal theft. Robberies and burglaries are prevalent, with the elderly occupant of the nursing home most often the victim. The elderly are also frequent targets of fraudulent schemes. Many of the elderly are "soft targets" and, as such, generate an increased responsibility to provide for their safety and security. Restricted access doors and CCTV are widely employed by nursing homes. Many nursing homes engage the services of private contract security firms.

Shopping Centers and Malls

Shopping centers and malls are constructed to provide numerous retail stores in one large complex. Generally at least one large department store, known as an "anchor store", will dominate and is often the "drawing card" used to attract shoppers to the mall and the several small specialty shops in close proximity. Garages and open parking lots facilitate thousands of

automobiles in and near the facilities. This concentration of people and automobiles, coupled with public access in a small geographical area, creates numerous security problems. Shoppers will be deterred from shopping at stores where crime is a problem, leading to further losses of revenue. In many shopping centers and malls, CCTV is used to monitor pedestrian and vehicular traffic. Thefts from particular stores are usually handled by that store. Mall security departments are usually charged with protecting the common areas. Recently, some police departments have added internal and external mall patrols to their duties, with some malls providing office space for the police to maintain a Community Policing unit within the shopping complex. Cooperation among mall security, individual store security, and the police is critical to the success of public safety in malls and shopping centers.

After closing hours, fire watch and loss prevention are the primary functions of security personnel in a shopping center. Nationwide, we see a mix of contract and proprietary security services in the retail industry.

Retail Establishments

Theft of merchandise is the single largest security problem facing retail owners. A portion of every dollar spent on retail merchandise is to cover these losses, so in effect, just like insurance fraud, retail theft hurts all of us. Retail stores are open, public-access facilities. As in any commercial endeavor, the more persons who come into contact with a particular facility, the more prosperous the business will be. Therefore retailers strive to create an environment that will attract shoppers. Part of creating a welcoming atmosphere is creating a sense of safety and well being for the customer. Additionally, loss of merchandise due to internal and external theft is a major

security problem associated with the retail industry. Loss due to criminal acts in the retail industry is almost twice that of other industries such as manufacturing, wholesaling, services, and transportation. Shoplifting is the principal theft problem associated with most retail loss. Open merchandising techniques often provide the means for theft by emphasizing customer accessibility to merchandise. Even though security personnel have been able to profile typical shoplifters and have made technological improvements in electronic detection and monitoring systems, shoplifting continues to plague most retail establishments. Internal theft by employees accounts for significant losses in the retail industry. Losses due to internal and external thefts can equal or exceed the net profit of the business.

Most retail establishments operating on regional or national levels employ their own security force. These employees have major responsibilities for loss prevention, planning, training, and implementing all phases of various security operations. Retailing is a very competitive business and the loss of valuable merchandise has a direct and profound impact on profitability. In addition to CCTV and other technology, retailers frequently engage the services of store detectives, whose job it is to detect, apprehend, and prosecute violators. Because of their similarities, security and safety services are frequently a joint responsibility.

Industrial

Regardless of size, industrial enterprises must protect the safety of their personnel and provide for the security of their inventory, facilities, and trade secrets. Many of the most innovative and progressive security practices are found in the area of industrial security, which is rapidly encompassing such activities as fire

protection, traffic control, investigations, and the entire function of protecting life and property within an industrial enterprise.

Manufacturing

Like industrial facilities, manufacturers are varied in size and in the products they make. As in the industrial arena, manufacturers are required to provide for the safety and security of their personnel and to protect their facilities, products, inventory, and trade secrets. Security in the manufacturing industry is concerned with the theft of raw materials and finished products, and also with the physical security of installations, personnel, and classified information.

The traditional "night watchman," while still engaged in some manufacturing facilities, is being replaced by CCTV and a host of other technologically advanced security systems. This change has encouraged the development of the security manager position whose duties include security, law enforcement, fire prevention, disaster recovery, accident investigation, public relations, and other areas of safety and security.

Public Utilities and Energy Companies

Utility companies are a vital part of the infrastructure of this country. Disruption to, or tampering with, the distribution of electric power, water, telephone, or other public utilities has the potential of being disastrous. We have witnessed terrorist acts in foreign countries where public utilities are a prime target and there is every reason to believe that they are here as well. Terrorist organizations have been able to immobilize major parts of cities, and the same potential exists in this country. The first bombing of the World Trade Center in New York should have sent a loud and clear message to the security professional.

Sabotage of an electric generating plant or large substation would likely cause a major power disruption that could last for hours or days or worse. A damaged natural gas facility or a water facility could cause problems for a large segment of a city, especially during severe winter months. The oil well leak in the Gulf of Mexico should serve as a warning of what terrorists could do to harm our environment, as well as interrupt the supply of crude oil.

Nuclear facilities came under scrutiny and received great public attention with the nuclear accident at Three Mile Island, Pennsylvania, and a problem at Con Edison's Indian Point power plant in New York. Potential accidents themselves cause major security problems, but the attention given to all nuclear plants is creating additional security problems that did not exist a few years ago. Environmental groups and ordinary citizens are demonstrating in large numbers against nuclear facilities in operation and under construction and are potential sources of criminal activity designed to create greater attention by the media and public. The potential of terrorists to cause catastrophes requires public utilities to employ high caliber security professionals.

The oil and gasoline crises of the mid 1970's first brought national attention to the oil companies, and as a result, the federal Department of Energy now requires greater security for manufacturing facilities and storage areas. Energy manufacturing plants, storage facilities, and coal mining operations tend to be regionalized, and the resultant need for security is also regional in scope. Oil and gas manufacturing and storage facilities have the same basic security concerns and vulnerabilities as the public utilities.

Most oil companies are multi-national corporations and as such, are vulnerable to worldwide security problems and terrorist threats. Kidnapping of executives for ransom has occurred in foreign countries and is a major security concern for American and international firms.

Special Events

In most major cities, private security plays a significant role in maintaining order and providing pedestrian and vehicular traffic control at special events such as sports arenas, fairs, and amusement parks. Local law enforcement agencies often do not have the means to provide full-coverage security service for such events. A relatively new approach has been taken by public law enforcement agencies in many urban jurisdictions. Organizations sponsoring special events often contract directly with police departments which, in turn, assign off-duty officers to police the event. These officers function in their full capacity as police officers and are paid regular or set rates directly by the department with the municipality being compensated by the event sponsors. On a national basis, a few contract security firms specialize in providing security services for all types of special events.

Civic Centers

Civic centers are multipurpose facilities that are sometimes owned or controlled by a local government. Event security requirements are dictated by the nature and size of the events. Crowd control and other security services will vary depending on the type of event and the emotional state of the crowd. Sporting events, for example, generally require a lesser degree of security than perhaps a large heavy metal rock concert. However, in certain cities and in major play-off games, a higher degree of

security may be needed. In response to problems with public drunkenness and disorderly conduct, Philadelphia assigns a Municipal Court Judge to conduct arraignments in an on-site facility at the venue. Security working in close cooperation with Philadelphia police, along with the "instant arraignment" of suspected violators, has resulted in a significant reduction in criminal activity in the arena. A private security firm generally has a contract with the civic center and provides security at events.

Amusement Parks

Traveling, seasonal carnivals are being replaced by huge amusement parks located throughout the United States. These facilities, spread over hundreds of acres, are host to hundreds of thousands of vacationers every year. Depending on their geographical location, some amusement parks remain open all year. The safety and security of visitors is paramount. Security services include, among others, safety and accident prevention, vehicular and pedestrian traffic control, prevention of vandalism, and sabotage to rides and other equipment and facilities. The presence of thousands of visitors per day requires that the security force be capable of reacting to any contingency affecting the security of visitors or employees. Most amusement parks employ a proprietary security force.

Fairs and Exhibits

Exhibit halls and public fairs are often open throughout the year. Security requirements for each event are dependent upon the type of function and the number of people attending.

At most events, security needs include crowd control, parking, traffic control, and maintaining order. However, at certain

events, such as jewelry shows, art exhibits, or antique shows, loss prevention is the primary concern. During idle times burglary, theft, and vandalism are concerns that might justify employing a full-time security force. Most large fair and exhibition centers utilize proprietary security services and may supplement coverage with contract guard forces.

Government

The security of government buildings, parks, wetlands, Indian reservations, and monuments, to name a few, is a huge task. Protection must be provided for millions of acres of land and buildings located throughout the United States. The vast number of government buildings and holdings makes it impossible for regular law enforcement units to provide service sufficient to satisfy all the demands for security. Many governmental agencies maintain large proprietary security guard or police forces consisting of both sworn law enforcement personnel and civilian security guards and security advisors. State and local governments often employ small proprietary law enforcement and security staffs or utilize a contract agency.

Security problems for government lands and buildings include the full spectrum of crimes against persons and property. Security is a full and equal partner with the other services that are required to operate government buildings and facilities.

Government Buildings

The General Services Administration (GSA) is charged with managing, operating, maintaining, and protecting federal buildings and related real and personal property. Formerly a part of GSA, The Federal Protective Service (FPS) is a component of U.S. Department of Homeland Security (DHS), National

Protection and Programs Directorate within DHS headquarters, and is responsible for law enforcement and security of nearly 9,000 federally owned and leased buildings, courthouses, properties, and other federal assets and the personnel associated with those assets. FPS is a federal law enforcement agency which employs approximately 750 federal law enforcement officers and special agents, who provide integrated security and law enforcement services in U.S. Federal buildings, courthouses, and other properties administered by GSA and DHS. To support that mission, FPS contracts with private security firms to provide 15,000 contract security guards, providing access control and security response within federal facilities throughout the nation. FPS also protects other properties as authorized and carries out various activities for the promotion of homeland security as the Secretary of Homeland Security may direct, to include providing a uniformed police response to National Security Special Events, and national disasters. Federal facilities not under the control of GSA usually maintain their own law enforcement or security personnel; examples are the U.S. Park Police, U.S. Park Rangers, uniform division of the Secret Service, and others.

Most states have similar security forces with law enforcement or security responsibilities for state-owned, leased, and occupied buildings and property.

Public Housing

In large metropolitan areas, housing authorities were established and high-occupancy housing units built to provide housing for low-income persons. Development of high-occupancy, multi-unit apartments in relatively small geographical areas created numerous security problems. Housing authorities are generally governmental or quasi-governmental and have a proprietary

security force, many of which are police departments or divisions of large city police forces. Their powers of arrest are the same as the regular police force for the jurisdiction. The Department of Housing and Urban Development (HUD) has funded numerous low-income, private-housing projects that often contract service firms to handle their security services. Housing police and security departments must provide full-service law enforcement and security services to these often crime-infested projects.

Schools

Colleges, universities, and now public and private primary schools face serious threats to public safety. Accordingly, many employ well-organized full-time public safety and security departments comprised of high-quality personnel. The size and quality of school public safety organizations has increase steadily over the past decade.

Primary Schools

It seems that almost daily we learn of uncontrollable horror stories and security problems at public and private schools. Vandalism and violence has become so extensive that administrators have assigned teachers regular patrol duties. Recently, we have seen the assignment of police officers to provide on-site school security. Even though safety of individuals is the primary concern of school safety officers, order, maintenance, and vandalism consume most of their time.

College Security

Colleges today, especially residential colleges, face the same crime and security problems as the communities surrounding them. Many private colleges employ professional public safety

departments. Most public colleges employ security and public safety agencies that consist of both sworn and non-sworn personnel. The development of the campus security force has been largely determined by external factors. Modern transportation and the campus building boom of the 1960's shifted the security office from a fire watch to a protective and control function.

Security Today

Americans are confronted with crime in every sector and an increasing fear of crime. They are seeking services beyond the capacity of the nation's over-committed, understaffed, and fiscally challenged public law enforcement agencies. Accordingly, the number of private security personnel now exceeds that of public law enforcement, and the number and types of companies doing business in security products and services has increased dramatically, as has the number of private businesses employing their own security forces.

The need to fight crime and provide for a safe and secure environment has resulted in the recognition of private security's contribution to national crime prevention and reduction. Differing roles of the public and private security forces have, due to their very nature, created a distinction between the police and private security services. Police agencies are enforcement oriented, that is to say, reactive. On the other hand, private security primarily serves as a crime prevention or deterrence force, or pro-active. While the orientations differ, their goals are the same. Serving a common goal emphasizes the common interests of private security and the public law enforcement system. The private security industry was never intended to replace public law enforcement. Instead, each component must communicate, coordinate, and cooperate with the other in an effort to control

crime. Put simply, to be successful public and private security must come together as a team. The extent and complexity of our nation's crime problems dictate that the two components work together without competition or disharmony.

Increased professionalism in the private security industry will serve to upgrade existing practices and procedures and will result in greater acceptance by the law enforcement community. Higher standards, better training, and licensing requirements will increase the effectiveness of private security services and provide for a more mutually productive and beneficial relationship between public law enforcement and private security.

Chapter 2
Threats and Risks

The tragedy of 9/11 changed America and security in America forever. To appreciate the role of security in America, one must understand the tasks it faces. All threats to security can be classified into one of two broad categories:

Natural and Manmade!

NATURAL HAZARDS:

Natural hazards present unique and challenging situations to manage. When a natural disaster strikes, it also strikes public safety, security, emergency medical, and other professionals, their homes and families, as well. Some natural occurrences are more common to some areas of the United States than others. The following list represents some of the more common natural hazards and where they are most likely to occur:

- Earthquakes - Most common to the Pacific coast
- Tidal Waves or Tsunami - Coastal areas
- Floods - Coastal areas and low-lying areas with natural or man-made waterways
- Fire, Lightning - Anywhere in U.S
- Storm - Hurricane (coastal areas), Tornado (anywhere in U.S.), Snow and ice (anywhere in U.S. except extreme southern areas), High winds (anywhere in U.S.), and temperature extremes (anywhere in U.S)

Modern climatology and meteorology have made many natural hazards more predictable. It is often possible to receive advance warning and some indication of the probable magnitude of a pending hazard. Unfortunately, many natural hazards still strike

without warning; it is then that pre-planning and immediate and adequate reaction capabilities are of the utmost importance. Contingency and protection plans for emergency personnel, facilities, and equipment must also be made. You can't respond if you lose your people and material in the disaster.

Although it is impossible to prevent such natural disasters, there are steps that can be taken to minimize loss of life and property. First, choose a site for the facility where such disasters are rare. Second, construct a facility that will withstand anticipated natural hazards. Third, develop emergency plans to reduce the damage that such disasters can cause. And finally, create mutual assistance programs so that others may be capable of responding to "your" problems and you to theirs. This will require cross-training and the establishment of effective communications as well as other planning measures which are discussed at length in later chapters.

MANMADE HAZARDS:

Manmade hazards come in two forms: intentional and accidental actions and it is often difficult to ascertain if an occurrence was intentional, accidental, or the result of a natural phenomenon.

The most common and devastating types of hazards are fire and crime. Fire, obviously, can be the byproduct of intentional, accidental, and natural occurrences. Crime, as we know, is manmade. Criminal culpability in a particular situation will be determined through investigation and the judicial process.

Fire and Life Safety

In addition to claiming thousands of victims each year, fires in the United States injure thousands more and cause billions of

dollars in property loss and damage, and are responsible for severe losses of jobs, customers, employees and businesses. The National Fire Protection Association (NFPA) advises "fire is more related to human acts of omission and commission than to science …there is no denying that people cause most fires and that most 'people-caused' fires are due to thoughtless acts of carelessness than from any uncontrolled interactions of reactive materials." Fire is most frequently the result of human acts or neglect, such as poor housekeeping, careless use of smoking materials, inadequate or improper construction, improper utilization and maintenance of equipment, and intentional acts of arson and sabotage. The human element in fire is far more prevalent than natural environmental influences.

As an integral part of the security service, fire prevention programs must include a comprehensive analysis of the hazardous materials and operations that are common to the environment within your areas or responsibility. Disaster analysis must be used in developing effective fire safety rules and regulations.

Most fires are the result of human error and, therefore, are frequently preventable. Discipline, training, and education are the keys to fire prevention. Fire safety and prevention programs beginning in pre-school, elementary and secondary schools, and continuing to the workplace are essential. Safety programs, including drills and training, should be mandatory for ALL employees of an organization – no one, regardless of position within the organization, should be exempt from being fully informed of the importance and techniques of fire safety. Rules and regulations regarding fire safety should be common knowledge to every employee. These standards should be strictly enforced.

The threat of fire cannot be totally eliminated and should not be underestimated. Therefore, a realistic goal of fire prevention should be set while establishing comprehensive emergency response plans. Security plays a vital role in life-safety services, including fire prevention and control.

Crime

Crime is a principal threat facing all Americans. In order to detect and deter crime and criminality, we must understand its intensity and know the threat environment, the criminal, and the roles society plays in its occurrence and prevention.

Crimes are divided into two basic types: crimes against persons, and crimes against property.

Crimes against persons include the violence of murder, kidnapping, rape, assault, and robbery. Crimes against property include burglary, arson, vandalism, sabotage, shoplifting, and theft. Crimes are also classified in their severity as misdemeanors or felonies. A misdemeanor is usually defined as a crime with a penalty of a fine, a jail sentence of up to a year, or both. The penalties for a felony range from fines, one or more years or in prison, or the death penalty.

GENERAL DESCRIPTIONS – CRIMES

Crimes are defined as felonies and misdemeanors; lesser infractions (violations and offenses) are not crimes.

Robbery is the forcible stealing or taking of something of value from the custody or control of a person by force, threat of force, or by putting that person in fear of his or her welfare.

Burglary is the unlawful entry or remaining in a building or structure to commit a crime therein, even though no force may have been used to gain entry.

Theft is the unlawful taking of property or the receiving of stolen property, or something of value without the use of threat, violence, or fraud.

Arson is the willful, malicious burning or bombing of a dwelling, building, or other property with or without the intent to defraud.

Vandalism is the intentional or malicious destruction, injury, or disfigurement of property.

Fraud is an intentional misrepresentation and deceptive act to induce another to give up or part with something of value or to surrender a legal right.

Shoplifting, a theft, is the removal of merchandise from a store with the intent to deprive the owner of his property without paying the purchase price.

Others – It is the responsibility of the security specialist to be knowledgeable of the criminal statutes within his or her jurisdiction of responsibility.

The means by which crimes are perpetrated are varied and complex. The security professional must reduce the risks of victimization by being aware of the factors involved. The security professional should be aware of how types of businesses, locations of business, types of merchandise, nearness and responsiveness of police protection, and types of protective hardware and procedures employed are instrumental in inviting or deterring criminal attacks.

There will always be some deviant behavior in every society. However, crime can be reduced if effective and efficient measures are taken to deter and detect crime or deny access to those activities that are detrimental.

The Criminal

Criminals are not readily identifiable by their appearance, speech, manner, background, attitude, behavior, skills, or method of criminal operation. There are, however, some factors that can be utilized to identify the criminal, and deter or thwart his attempts to commit a crime, regardless of his personal characteristics.

There is no such thing as a "typical criminal;" each person acts and reacts according to his or her own inherent and acquired characteristics and capabilities. The security professional must be aware of his or her surroundings, have a thorough knowledge of the elements of crime, and understand the various methods of operation (MO) employed by criminals.

The primary objective of most criminals is personal or financial gain. Accordingly, theft related crimes are the most frequent and account for a good deal of the prevention and detection responsibilities of the security professional. Less common criminal activities, but of equal or greater concern, include the destruction of property and crimes against persons – the violent crimes.

Most criminals do not want to get caught and will avoid "hardened" targets to avoid apprehension. "Soft" targets of opportunity for robbery, burglary and other crimes exist where it is readily apparent to the criminal that his goals are easily

attainable, victims are relatively unprotected, and that there is little danger of being detected or apprehended.

Although some professional or career criminals earn a living from criminal activity, most crimes are committed by amateur criminals on the spur of the moment as the opportunity presents itself. Criminologists estimate that professional criminals account for only a small percentage of the total criminal population. Amateurs commit most crimes and most crimes are crimes of opportunity. Crime statistics show that more than fifty percent of those arrested for criminal acts are juveniles.

The professional criminal makes a living through crime, usually one specific crime or specialty. He likely began his career as an amateur, but was able, through luck or perhaps intelligence, to develop his skills to the point of being a successful criminal. He usually develops a "refined" MO.

Given the time and proper conditions, a highly skilled and determined professional criminal can successfully penetrate nearly any protective system. In addition to deterring the criminal, it is of great importance to "inconvenience" and interfere with his progress. The longer it takes a criminal to perpetrate his crime, the more vulnerable to detection and apprehension he becomes. When this threat becomes too severe, the criminal will be deterred and most likely will seek softer targets. Facilities well secured by strong locks and other perimeter barriers, effective lighting, and protected by alarm systems and CCTV will deter most criminals, amateur or professional.

To effectively protect his property, the security professional must view his belongings as though he himself were a criminal looking for a target and as the detective investigating the crime. The

views from the criminal's and investigator's perspectives should reveal both the weaknesses and the strengths of existing security measures. The security professional should have knowledge of the methods and techniques utilized by criminals to commit crimes if effective countermeasures are to be taken.

Sadly, many criminal activities are perpetrated from within the environment to be protected - this is known as the "internal threat." Clients and security consultants must evaluate protection needs from both within and without. Losses each year due to employee crimes are far greater than those from external sources.

Conclusion

It is your job to harden the target!

To be complete, security must be approached systematically. Analyzing the threats, whether internal or external, manmade, or natural, is the first step in providing effective preventive or deterrent action.

Recent developments and technological advances have greatly enhanced advance warnings of adverse conditions. With in-depth planning and adequate preparation, property losses and life-threatening events can be reduced. The professional security manager must be proficient in the application of the National Incident Management System (NIMS) and the Incident Command System (ICS), both of which are discussed in Chapter 13.

Crime statistics indicate that Americans are confronted by social and cultural problems, the most serious of which threaten the safety and security of all people, homes, and places of business

in the United States and Americans traveling abroad. We are all responsible for preventing and deterring crime and criminality.

Chapter 15
Terrorism

The terrorist threats dictate that we, as security professionals, do our jobs better than ever!

To provide effective countermeasures against terrorist attacks, we must first understand precisely what we are talking about. Unfortunately, as is often the case within the federal bureaucracy, there are as many definitions of terrorism as there are agencies charged with combating it. Research reveals over 100 definitions of "terrorism". The following definitions provided by United States Department of State (DOS) and Federal Bureau of Investigation (FBI) illustrate my point:

DOS:
"No one definition of terrorism has gained universal acceptance. For the purposes of this report, however, we have chosen the definition of terrorism contained in Title 22 of the United States Code, Section 2656f(d). That statute contains the following definitions:

- The term "terrorism" means premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents, usually intended to influence an audience.
- The term "international terrorism" means terrorism involving citizens or the territory of more than one country.
- The term "terrorist group" means any group practicing, or that has significant subgroups that practice, international terrorism."

FBI:

"The unlawful use of force or violence against persons or property to intimidate or coerce a Government, the civilian population, or any segment thereof, in furtherance of political or social objectives."

The word "terrorism" is emotionally charged and politically controversial. In the wake of the tragic events of September 11, 2001, it is safe to assume we all hold our own definitions of terrorism and our own strong beliefs on what ought to be done about it. But yet again, I admonish you to first know what we are dealing with.

Terrorists – who are they? Loosely defined, terrorists are crazies, criminals, or crusaders. Criminals: certainly the conduct of any terrorist act is criminal in nature. Crusaders: no one is more dedicated than the religious zealot with Religious Extremism serving as a perfect example; however, a religious zealot who murders a women's reproductive choice physician is a criminal, a crusader, and a domestic terrorist.

Wikipedia goes even further in trying to devise a definition for terrorism, including input from other nations: "Terrorism is the systematic use of terror, especially as a means of coercion. At present, the international community has been unable to formulate a universally-agreed, legally binding criminal-law definition of terrorism. Common definitions of terrorism refer only to those violent acts which are intended to create fear (terror), are perpetrated for an ideological goal, and deliberately target or disregard the safety of non-combatants (civilians)…"

OK where do we go from here? Of course the simple answer is to counter terrorism; however, this is an extremely complex

problem requiring a complex, sophisticated, comprehensive, and coordinated response. As we've seen above, we can't get agencies to use the same language, let alone fully and openly Communicate, Coordinate, and Cooperate – what I refer to as C3.

Private-security agencies and professionals are being called upon more frequently to participate in the global war on terrorism, both here at home and abroad. As is the case with many requirements, the government, private industry, and others outsource some, if not all, of their protective-services needs including terrorism countermeasures.

COUNTER-TERRORISM

Counterterrorism plans, programs, and protocols include the deterrence and detection of terrorist acts and the response to related events. It is the proactive strategies, tactics, practices, tools, and techniques that governments, militaries, police departments, security agencies, and corporations employ to prevent or respond to terrorist threats or actions actual, planned, or perceived.

The Unites States Department of Justice (DOJ) describes the role of its Counterterrorism Section (CTS) as "responsible for the design, implementation, and support of law enforcement efforts, legislative initiatives, policies, and strategies relating to combating international and domestic terrorism. The Section seeks to assist, through investigation and prosecution, in preventing and disrupting acts of terrorism anywhere in the world that impact on significant United States interests and persons…"

ANTI-TERRORISM

The Department of Defense (DOD) defines antiterrorism as "defensive measures used to reduce the vulnerability of individuals and property to terrorist acts." DOD makes a distinction between counterterrorism, which refers to offensive measures taken to prevent, deter, and respond to terrorism and the defensive measures of antiterrorism. Both are part of the DOD's force-protection concept that assembles all protective measures in a broader program of DOD personnel and assets.

In any event, both call for the "hardening" of security – a role with which private security professionals are often tasked.

ROLE OF PRIVATE SECURITY

Private security has a very logical, necessary, and often complex role in the war on terror; in fact, it is a growth industry.

Significant leadership and specialist positions for transitioning law enforcement and military professionals will continue to become more available as security agencies recognize the need for highly trained experts, as well as qualified trainers who will be called upon to develop effective operatives from within the security field. Security Officers at all levels will be called upon as the eyes and ears within the private sector to detect and deter terrorist activity within their assigned areas of responsibility. Ultimately, security personnel will be required to work in close harmony with their public law-enforcement colleagues, and security agencies will be responsible for fulfilling their contractual obligations to their clients who, more frequently, will become governmental organizations.

An abstract from the American Society of Criminology (ASC) notes that "…prior to September 11, 2001, private security was, at best, a deterrent to crime, often used as a form of crime prevention. Many of the individuals who work within this industry were not required, nor had any desire, to perform functions inline with law enforcement officers. However, after 9/11 they were thrust into America's war on terrorism, as a number of private security firms have become active agents in the domestic war on terror. When properly trained, private security officers can be a useful force against threats of terror. Most states minimally regulate private security, as some have a loose filing process while others require long-term training. The inconsistencies have sent unclear messages regarding the role of private security in the war on terror…"

The following article is adapted from a speech given Charles P. Connolly at the National Executive Institute Associates, Major Cities Chiefs Association, and Major County Sheriff's Association Annual Conference at Sun Valley, Idaho, in June 2003. Mr. Connolly was Assistant Commissioner of the New York City Police Department, Chief of the Yonkers, NY, Police Department, and vice president in charge of security for Merrill Lynch Corporation:

"…the World Trade Center attack on 9/11 not only changed the way we think but, from an organizational perspective, how we are to function in the future. It may also be time to redefine ownership of our national security. Law enforcement, in my judgment, will at some point transform itself to meet the terrorist threat in ways that are not yet on our police screens—in training, surveillance, investigative techniques, disaster prevention and response, and, most important, developing collaborative relationships. We face a challenge to examine and change, if necessary, a mindset to allow the public and private

protection sector to accomplish its mission through recognition of the merits of shared assistance and cooperation.

All disasters are essentially local. There is no such thing as a Homeland Security Department disaster or an FBI disaster; there are only, New York City, Los Angeles, Chicago, or even Des Moines disasters. Yes, their impact matters and relates to the larger community. If we are to be successful in developing a more productive antiterrorist environment, both the public police sector and the private security sector need to change their client culture from one of mere security awareness or knowledge to that of security ownership and responsibility.

Essentially, in today's climate the stakes are too high economically and in personal safety to ignore the potential contribution of the private sector to the nation's security. Historically there were valid reasons why partnership was not possible: the issues of quality in private security and trust in government come to mind. But today, the protection professional must recognize that we can't pick the environment in which we live or the circumstances under which we operate. Therefore, we must not attempt to solve a problem with the same mindset that creates it.

Having been a long-term advocate of the potential for this public-private partnership, I found it difficult to understand why many police chiefs did not want to recruit another army. If you still have concerns, remember, the police chief is always in control as the only governmental constitutionally empowered authority in town.

So in combating terrorism, why is the role of the private security sector so important?

Given that today's battlefront is on America's homeland, the police are the frontline troops in this war. However, they are not alone in this effort, as private security assumes a greater role in safety, prevention, and preventing the misuse of proprietary assets. In fact, security is often at the scene when the police arrive. Yet neither is prepared, trained, or equipped to combat an invisible enemy whose stated objective is disruption, destruction, and mass death…"

DEFINITIONS
The United State Code SS 2331: (1) and (5) ABREVIATED

(1) INTERNATIONAL TERRORISM

"…involve violent acts or acts dangerous to human life that are a violation of the criminal laws of the United States or of any State, or that would be a criminal violation if committed within the jurisdiction of the United States or of any State;
appear to be intended to intimidate or coerce a civilian population; to influence the policy of a government by intimidation or coercion; or to affect the conduct of a government by mass destruction, assassination, or kidnapping; and occur primarily outside the territorial jurisdiction of the United States, or transcend national boundaries in terms of the means by which they are accomplished, the persons they appear intended to intimidate or coerce, or the locale in which their perpetrators operate or seek asylum…"

(5) DOMESTIC TERRORISM

"…involve acts dangerous to human life that are a violation of the criminal laws of the United States or of any State; appear to be intended to intimidate or coerce a civilian population; to influence the policy of a government by intimidation or coercion;

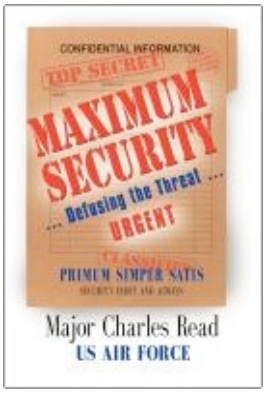
or to affect the conduct of a government by mass destruction, assassination, or kidnapping; and occur primarily within the territorial jurisdiction of the United States…"

STATE-SPONSORED TERRORISM

State-sponsored terrorism, like its name implies, is terrorism sanctioned either overtly or covertly by a sovereign state (nation). Certain hostile or rogue governments provide materiel support, financing, training, facilities, sanctuary, false documents, diplomatic passports, weapons, and other forms of support and assistance to non-state terrorist organizations. The Syrian government's role in supporting Hamas and Hezbollah in Lebanon serves as an example.

STATE INVOLVEMENT IN TERROR

Operatives of the Libyan and North Korean intelligence agencies downing commercial airliners on international flights are examples of activities in which governments (sovereign states) agents carry out operations using terror tactics. Such actions may target other nations' interests, their own citizens, or other groups or individuals considered threats. These hostile activities are terrorism under government sanction however, authorization of terrorist acts is rarely acknowledged.



Don't cut corners with safety - security starts here! In these uncertain times, security professionals and their customers can be sure of one thing; you need this book! Learn what the pros know - learn to think like a security consultant and give yourself peace of mind. For those interested in establishing themselves as security consultants, nothing is better than Charlie Read's informative and easy-to-read, one-of-a-kind book. A must-read for anyone interested in safety and security!

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