



**SECURITY
SERVICES**

THE FIRST FIFTY YEARS



PER MAR SECURITY SERVICES

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ACKNOWLEDGEMENTS

A special thanks to the many folks who worked diligently to put together this history celebrating Per Mar Security and Research Corp.'s (Per Mar) 50th anniversary. Numerous hours were dedicated to researching, organizing, designing, writing and editing this story on Per Mar's first 50 years. Many thanks to our loyal employees and valued customers who shared their experiences and memories about our company.

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FOREWORD

The business of security has always intrigued readers and film buffs who enjoy the stories of fictional heroes such as Sherlock Holmes, Sam Spade, and Mike Hammer.


The true-to-life tales, though, behind actual security companies and their employees generally, are not selected for the yarns that unfold on movie screens. Still, the stories of the men and women who founded and maintain companies such as Per Mar Security and Research Corp. (Per Mar) are filled with drama, romance, tragedy, and comedy—often simultaneously.

This innovative and family-focused initiative began in 1953 with World War II veterans John and Eleanor Duffy in Davenport, Iowa. The Duffys are the heroes of a story whose legacy continues the traditions of devotion to family and friends, service to the community, and development of businesses that continue to meet the needs of the Quad-Cities through more than half a century. These companies continue to grow based on a reputation of corporate good citizenship, integrity, and responsibility.

It is not surprising that St. Ambrose University has had a long relationship with the Duffy family and Per Mar Security and Research Corp. What is surprising, and very gratifying, is the extent to which the Duffy families (both the nuclear family and the professional family) have been an important part of the St. Ambrose community. Eleanor Duffy's brother, Bob Duax, also happened to be a St. Ambrose coaching legend in basketball and golf for forty years (1951-1991). Because of him, John and Eleanor became involved in many of our college activities and programs. In the late 1950s



Dr. Edward Rogalski
President, St. Ambrose University



and early 1960s, John drove basketball players to away games and formed lasting friendships with many of the players, including Michael McAleer (who would later marry Beth, the coach's daughter and Eleanor's niece).

In 1969 John served as the chairman of the St. Ambrose College Annual Fund Drive. Eleanor was awarded honorary alumna status in October 1978 and became a member of the St. Ambrose President's Club. In the second generation, their son, Michael Duffy, was one of the first graduates of the St. Ambrose Criminal Justice Program in 1973. Today he is a member of our Board of Directors, carrying on the Duffy family's commitment to being truly involved in the community and the organizations that make it strong.

After John Duffy died in 1983, St. Ambrose College was honored to be selected for a \$25,000 commemorative gift from the Duffy family and Per Mar Security and Research Corp. to honor John and Eleanor. Fittingly, a plaque bearing their names hangs in the second floor office reception area of the Physical Education Center.

Moreover, Per Mar maintains an involvement on our campus and in our university community through its surveillance systems and security officer services. Our very successful accelerated degree completion program and professional development center are housed in a corporate building Per Mar Security and Research Corp. owns in Davenport's thriving 53rd Street corridor.

In fifty years, the Duffys have given so much of their talents, time, and treasures to the Quad-Cities community and especially to St. Ambrose. They always have been people who enjoyed life, the people around them, and looked forward to the future. Their gifts made the future better for many of us here at St. Ambrose and throughout the Midwest.

With the strength of Per Mar Security and Research Corp. and the family legacy still strong in the new generations of the Duffy family members, the next fifty years hold the promise that will honor John's and Eleanor's names.

Edward J. Rogalski, President
St. Ambrose University
July 2003

INTRODUCTION

*We at Per Mar Security and Research Corp.
proudly present this book to our employees,
customers, and family members.*

As only the second generation to operate our companies, we do so with tremendous feelings of responsibility. Increasingly, people trust security organizations because of the threat of crime in modern society. Many individuals and companies around the world feel a need for heightened security as a result of September 11, 2001. Although we may feel safer in the heart of America, now, more than ever, we at Per Mar are acutely aware that our customers count on us for safety and peace of mind.

While fifty years of doing business may not seem like a long time to some people, it is a remarkable achievement considering our humble beginnings. My father and mother abandoned their original plan to relocate to Denver when, while they were traveling through Davenport, their car broke down and they didn't have enough money to get it fixed. In 1953, when Dwight D. Eisenhower was inaugurated as the president of a prosperous country, my parents started their business with zero capital. They believed in The American Dream. They based their motivation on a strong work ethic, a desire to achieve their goals, deep faith, and family and community values.

Over the course of Per Mar's history, a number of pivotal events made an impact on our company's success. My parents never said "No" to a customer as long as the request was legal, moral, and made good business sense. We always have listened to our customers and responded to the ever-changing needs of our customers. Three events in particular—entering the security business, expanding our operations to include the alarm business, and initiating an aggressive corporate acquisition program—led to the expansion of our services and the focus on full security services in our regional area. Redefining our mission and scope, and never losing sight of our core values, made possible the continual improvement in our services.

Our mission always focused on integrity, sense of community, and putting employees and customers ahead of profits. We believe in giving back to the communities in which we operate, and contributing to local industry through our support and participation with our gifts of expertise, time, and treasures.

As Chief Executive Officer, I am responsible for preserving our corporate history for our employees, customers, family, friends, and neighbors. Our past is a tribute to our parents and a guide for future generations. My parents instilled in me a sense of commitment and dedication to employees and customers. They knew that if you take care of your workers, and those your company serves, the profits will come. In fostering a sense of loyalty, we also try to do business with those who do business with us. Our family feels an extraordinary sense of pride in these relationships.

Today Per Mar has grown to a \$50 million corporation that has earned worldwide recognition for its achievements. This book documents the creation of a business that started, literally, from nothing, and today employs 1,800 people who serve more than 30,000 clients. We at Per Mar feel we have earned the right to be proud, and we are proud of our accomplishments.

We should acknowledge many people for their input into this book. All those who were interviewed as primary sources are cited at the end of the



**Michael L. Duffy
Chairman and Chief
Executive Officer of
Per Mar Security and
Research Corp.**

book. A number of people deserve credit for their positive influence on me as a businessman, community leader, and father. Foremost are my parents, as well as the nuns and priests who taught me values when I was a student at Sacred Heart, Brophy Prep, and Assumption High School. Earl DeGeeter was my teacher in the security officer business. Dick Evans and the McGladrey team, with whom I worked in the early 1970s, offered valuable advice and instruction. Willie Ekstein, the tailor, taught me the value of compounding interest. St. Ambrose Professor Jim Hodges taught me that, if you're going to succeed in business, you must seek a spouse who understands why you won't be home every night. My wife, Linda, has been a remarkable source of love and support for the business, community and, above all, our family. I'm grateful to all the people I've worked with—employees and customers—who have taught me how to respect each person as an individual. In addition, our son, Brendon, assisted with his valuable, thorough genealogy research and attention to detail.

At the company's 25th anniversary celebration, my parents sent the following message to employees, customers, and friends: "Twenty-five years go swiftly and [we are] looking forward to the next twenty-five years. We would like to extend an invitation to all here gathered to reassemble on October 31, 2003, God willing." I echo their sentiments when they wrote: "To our loyal employees, valued customers, professional advisors and colleagues, we extend our sincere gratitude. It has been our privilege to have known each of you and worked with and for you . . ."

In fifty years, Per Mar Security and Research Corp. has undergone a transformation from a tiny venture with no capital investment to a company that, in all likelihood, will be a long-term industry leader. Today our company celebrates our loyal employees and valued customers, as well as significant growth in revenue income and market value, all founded on the same principles set forth by John J. and Eleanor M. Duffy. We have every reason to look forward to a prosperous future.

We believe you'll find the people and their stories told here to be interesting, enlightening, and remarkable.

Michael L. Duffy, Chairman
and Chief Executive Officer
October 2004



At five, Eleanor Duffy still lived in Wisconsin when this photo was taken. She moved to Chicago and started third grade there, graduating from Providence High School in 1933.



CHAPTER 1

THE EARLY YEARS

“Courage is a will to do a thing even though you fear the consequences.”

—Unknown

The Early Life of Co-Founder Eleanor Duffy

Eleanor Mary Duax was born November 15, 1915, in a farmhouse about one mile outside of Chippewa Falls, Wisconsin. She was the first child born to Irene Kathleen Whelan Duax, 22, and Charles Leo Duax, 23. At the time, Charles farmed on the family homestead originally obtained through a government land grant by Eleanor’s great-grandfather, Jean Marie Duhoux (later changed to “Duax”). The farm passed to Eleanor’s grandfather, Theophile Duax, who retired to Chippewa Falls.

Within a few years, Charles and Irene decided to abandon farming and relocate to Chicago. Their young family moved to 92nd Street on the south side. Eleanor began the third grade at St. Agnes Catholic School. Soon after, the family moved to an older home on Western Avenue. Eleanor said that her parents never stopped adding on (babies and rooms) until there were eight children in the family. Eleanor was followed by William, Robert, Charles, Claire, James, Richard, and Dorothy.

In 1927, Charles entered the honey business, an enterprise that helped support the family for the next forty years. Building on the Duax family’s experiences in Chippewa Falls, the Duax Honey Company created three brands of honey: Duax Sweet Clover, Buzz-z Clover, and Orange Blossom. Everyone, including Eleanor, played a part. Irene, a teacher by training, became a member of the Honey Women’s Organization in Illinois. Charles served as the chief apiary inspector and superintendent of bee culture at the Illinois State Fair.

Eleanor Duffy, ten months, with her father, Charles Duax. Eleanor was born November 15, 1915, in a farmhouse about one mile outside Chippewa Falls, Wisconsin.





Charles was also a gifted whistler. Using the stage name, Bob White, Charles whistled and performed birdcall imitations. Charles appeared on radio station WLS every Saturday night from 1931 to 1939. The show was called “The Barn Dance.” Eleanor later wrote about that time in her father’s life. “It was a fun job, but it didn’t support the growing family too well.”

According to Eleanor, her childhood, growing up in a large devout Catholic family, was peaceful. She graduated from St. Agnes Grade School in 1929, and then attended Providence High School. Her father’s career

Bob White was his stage name. C.L. Duax whistled on air part-time. During his off-stage hours, he was a beekeeper and Chief Apiary Inspector for the State of Illinois.

This photo of Eleanor was taken after she graduated from Providence High School, possibly in connection with her study at Barnum School of Expression.

with WLS afforded her many opportunities to enjoy square dances and visit with performers. This sparked her interest in the dramatic arts. After high school graduation, she enrolled at Barnum School of Expression, where she earned a teacher’s certificate.

In her personal history, Eleanor wrote of a Duax Honey customer who gave her a full-time job at Joy Candy Company. “I worked there for two years and gained weight, a bad mistake I later realized.”

In 1941 Eleanor went to work at Willmark Service System, Inc. with executive offices on West 57th Street in New York. She wanted an opportunity to travel, and Willmark’s network offered inviting opportunities. Her first assignment was to go to six different hotels and write a report on the service she received as a woman traveling alone. Within five months, she was assigned to a shopping service operated by Willmark. That job sent her on frequent assignments across the United States. The experience proved valuable in later years.



Interested in seeing the world, Eleanor enlisted in the Women’s Army Corps (WACs) in February 1944. She took her basic training at Fort Oglethorpe, Georgia, and was stationed at Mitchell Field, New York. Eleanor considered this assignment a *coup de tat*. She described Mitchell Field as “the country club of the Air Corps.” While there, Eleanor worked in headquarters, held a first-class pass, and often went to New York for entertainment.

She also spent time (as did all office workers) helping with the overflow of work brought about by the large number of wounded soldiers arriving for treatment in the nearby military hospital. Of the experience, Eleanor wrote, “It was very sad, and we all put in much time helping in the hospital. The men who were coming back were very severely injured: arms off, legs off, very devastated and needing help very badly.”





Eleanor's family was large and happy. In 1943, the Duaxes included: (front row, left to right) Jim, Charles "Bob White," Dorothy, Irene, and Richard, (second row) Eleanor, William, Claire, Bob, and Charles.

Eleanor enlisted in February, 1944. She had a desire to see the world and became a member of the Women's Air Corps. She trained or served in Georgia, New York, Iowa, Kentucky, Indiana, and Illinois. She was close to traveling abroad when she resigned to accept a job at Willmark Service System, Incorporated.



Eventually, Eleanor's Army friends began talking about helping with the post-war clean-up in Europe. They thought it would be great to travel abroad. Eleanor applied for overseas duty and was transferred to Fort Des Moines, Iowa, for training. Meanwhile, the war in Japan ended and orders were given to dispatch 500 women by troop train to Fort Knox, Kentucky. They were to open a "separation center" in a special building with 100 offices. Here Eleanor learned skills that would be important in later years: interviewing soldiers preparing for discharge and filling out government documents. "The platoons returning from Europe were noisy. They had a good time compared to the ones from the South Pacific. The South Pacific boys were quiet. They were so glad to get home."

Eleanor also served for several months at Camp Atterbury, Indiana, as a technical sergeant who discharged officers. After being transferred to Fort Sheridan, Illinois, she was discharged on March 10th, 1946. Eleanor earned a Victory Medal, an American Theater Ribbon, and a Good Conduct Medal. She spoke highly of the United States military and valued the memories and training. The Army treated men and women in the same jobs equally. Eleanor stated, "Pay was given by rank, not by gender. If you were a private and worked next to a man who was a private, then you got the same rate of pay."

Near the end of her enlistment, Eleanor received an offer from her former employer, Willmark Service System, Inc. After two weeks of training in New York, she was assigned as the Personnel Director for the Detroit office of Willmark.

Eleanor stands on the stairs at Fort Oglethorpe, Georgia, in her WAC uniform.





The Early Life of Co-Founder John Duffy

John Joseph Duffy was born May 27, 1923, in Detroit, Michigan, the third child of Irish immigrant parents. His father, John James Duffy, grew up in the small Irish village of Blennerville, just outside of Tralee, County Kerry, Ireland. He was the second of 14 children born to James Duffy and Bridget Williams Duffy. In 1916, John

James Duffy and his brother, Charles, were lured to America by an ad that appeared in an Irish newspaper: "Come to Canada and We'll Pay Your Passage." John James, then 22, and Charles, 20, said their farewells to family and sailed for Windsor, Canada.

Once in Canada, the two brothers learned the ad was phony. Seeking work, the brothers crossed the border from Windsor to Detroit, Michigan. John James and Charles joined a wave of Irish immigrants coming to the United States. They were treated with the same disdain as other waves of immigrants before and after them. The brothers found work with Ford Motor Company at the Fordson Tractor Plant located in the Detroit suburb of Dearborn.



John Joseph Duffy was born May 27, 1923. Taken in Detroit, this photo postcard shows John at age two.

James Duffy and Bridget (Williams) Duffy were John's grandparents, with whom he lived in Ireland. Their son, Fr. Patrick "Paddy" Duffy, John's uncle, was a priest and chaplain in the Irish Army. The picture was taken in Ireland in the 1940s, according to family historian, Brendon Duffy.



John James and Charles spent their free time at the Irish American Club in Detroit, where John James became reacquainted with another recent immigrant, Julia Breen, his childhood sweetheart from Blennerville. On Feb. 8, 1917, John James Duffy and Julia Mary Breen were married in Detroit. John James continued to work at the Ford plant and the two began a family. Charles eventually returned to Ireland to fight in the Irish Revolution and spent the remaining 60-plus years of his life in Ireland.

John James and Julia had three children: Thomas James, Julia Mary, and John Joseph. On December 21, 1926, tragedy struck. Julia Duffy, again pregnant, was accompanying her children on their daily four-block walk to St. Cecilia's Catholic grade school. John Joseph, then three-and-a-half, waited at the corner while Julia escorted young Thomas and Julia Mary across the street and down the last partial block to St. Cecilia's.

As his mother attempted to rejoin young John, a city truck failing to stop for a red light struck her. Julia was killed instantly. John remained on the corner for some time before authorities realized that he was the son of the accident victim. He retained a snapshot memory of the accident. Meanwhile, Thomas and Julia Mary had

no hint of the tragedy until the Sisters of the Immaculate Heart of Mary instructed them to go to the home of their mother's sister, Aunt Ellie Reidy.

Overcome with grief and determined to care for his three young children, John James Duffy took a leave of absence from Ford Motor Company. He returned to the home of his parents in County Kerry, Ireland. For a time he worked at the Ford Plant in County Cork. Eventually he returned to Detroit, leaving his children in the care of his mother and his sister, Brigid.

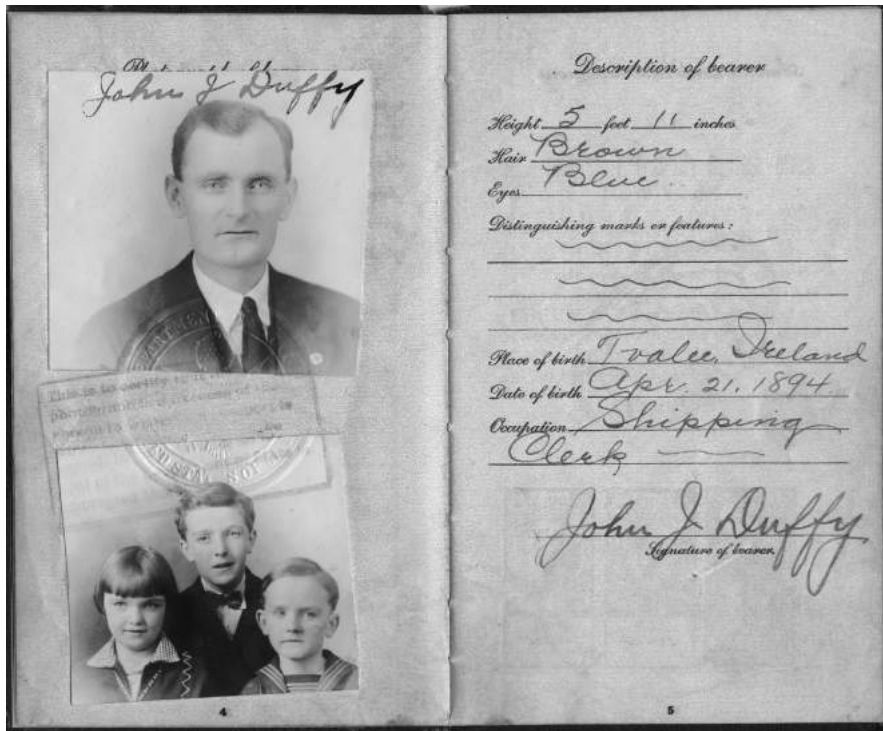
In Detroit, John James returned to the Irish American Club and met Nellie Hickey, whom he married in 1929.



John Duffy; his brother, Thomas; and sister, Julia Duffy (Dillon); c. 1929.



John James, father of John Joseph (who co-founded Per Mar) married Julia Breen in 1917. She was only 35 when struck and killed by a truck in Detroit. Sadly, toddler John witnessed the accident.



He wired his mother and arranged for his children to return to Detroit with his younger brother, Michael. This journey across the Atlantic on the Westphalia Hamburg with three young children was quite an adventure for the lad of twenty.

Though pleased to be reunited with their father, the three did not develop a warm relationship with their new stepmother. By the time young John was 15, he ran away to live with his Aunt Ellie. Years earlier his brother, Thomas, lied about his age and joined the Army.

As a result of Julia's untimely death, widower John took his three young children back to Ireland so that he might work through his grief and have family help in caring for John, Thomas, and Julia. This passport was issued November 23, 1928.

The Duffy family returned aboard the Westphalia Hamburg from Ireland to America. The children were Tom, 9; Julia, 7; and John, 5. Uncle Mike Duffy, 19, traveled with the kids. (At rear, far left is a friend of Uncle Mike's.) The elder John met and later married Nellie Hickey.



The rift between father and son, John, was eventually settled years later. John James Duffy retired from Ford Motor Company in 1959 and made plans for a return visit to Ireland. He suffered a massive heart attack and died at the 6 a.m. Mass the day before he was scheduled to return to his homeland.

John Joseph Duffy graduated from St. Cecilia's Catholic High School in 1941 and spent another two years working at the Detroit Club as a bus boy, a job he began in high school. On January 28, 1943, he was inducted into the U.S. Army and entered active duty six days later. During basic training, he qualified with an SS Carbine M-1 and became a combat infantryman. He served ten months in the United States and more than two years in the European Theater. On April 14, 1945, he was wounded by enemy fire in Central Europe and eventually sent stateside for rehabilitation.

John was honorably discharged on January 15, 1946, and received a permanent partial disability for the shrapnel that remained in his knee. According to son, Michael, his father received a small disability check for the rest of his life. "He got that check forever . . .; he used to joke about it. It was for eight dollars a month." The Army awarded John

a Purple Heart, a WWII Victory Medal, a Good Conduct Medal, and the European-African Middle Eastern Campaign Medal with a Bronze Service Star.

Shortly after his discharge, John responded to an ad for a management trainee position with Willmark Service System, Inc. The ad stated that the minimum age for the position was 25. John was anxious to find employment and was attracted to that type of job, so he falsified his application, indicating that he was 26 rather than 22. He was hired immediately.

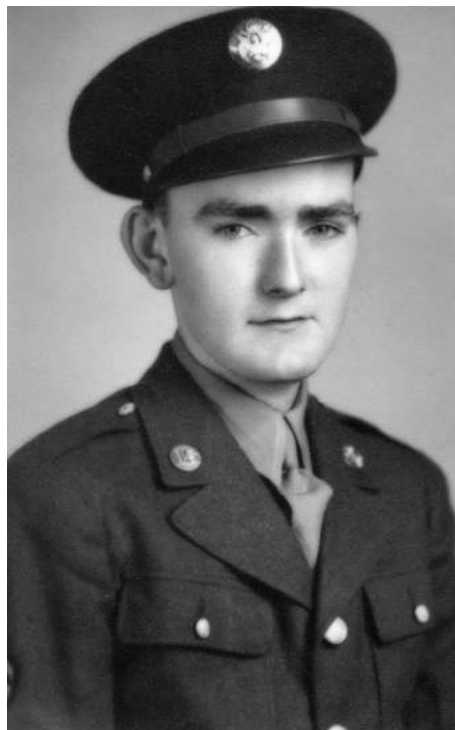
Romance at the Office

John Duffy worked at the Detroit office of Willmark for several months before Eleanor arrived to assume her position as personnel director. She recalled an instant spark between them. Within days of their meeting, John attended a farewell party for the outgoing personnel director. He called Eleanor at home to ask why she wasn't at the party. Eleanor, it seems, had not been invited. John offered to pick her up, but she decided to take a cab instead.



John graduated from high school in 1941. He began working as a bus boy at the Detroit Club while still a student and continued in that job until he enlisted in the U.S. Army.

John was inducted into the U.S. Army on January 28, 1943. He entered active duty six days later.





She said that she learned a lot about her new job that evening and talked with all the men who had recently been discharged from the service.

Feeling an attraction to him, she quickly checked John's personnel record and saw that he was 26. Given that she was 30, Eleanor decided that if the question came up, she would represent herself as 27. She was outgoing and popular and before long she was dating John regularly.

As Eleanor wrote much later, "John was my favorite of all the men I knew at work. He was a marvelous interrogator. He was good and he knew it. He often made friends with the people he interrogated, and they usually thanked him for letting them get things off their minds."

When Eleanor knew she wanted to become Mrs. Duffy, she took a short vacation to Chicago to visit family. While there, she bought a small diamond ring thinking it might help John to propose if he thought there was competition. "He was at the airport to meet me and noticed the ring right away."

When Willmark transferred John to their Akron, Ohio, office Eleanor quit her job and followed him there. They married at St. Vincent's Catholic Church in Akron on February 12, 1947. They made no big plans. They had no lengthy guest list. Instead, John and Eleanor married at a Wednesday morning Mass attended by 300 children from St. Vincent's Catholic School. Eleanor's brother, Charles, and his wife, Jane, drove in to serve as witnesses at the ceremony.

John and Eleanor enjoyed telling one humorous side note to the wedding story. John had falsified his application with Willmark, and Eleanor had fibbed to make her age closer to John's. When they visited the county courthouse to receive their marriage license, they found out each other's true age.

John and Eleanor were married during a children's mass on February 12, 1947, at St. Vincent's Church in Akron, Ohio. Left to right: Charles Duax, John and Eleanor, and Jane Duax. Eleanor's brother and sister-in-law were witnesses at the wedding.



Making a Mark at Willmark

After the wedding, Eleanor returned to a job at Willmark, where she hired and trained employees in Akron, Cleveland, and Dayton. Before long, John accepted a transfer to Willmark's Chicago office. They lived with Eleanor's parents, Irene and Charles. John helped in the Duax honey business in his spare time. (He didn't care for it.) "The way I heard the story," recalled John's son, Michael, "was that Dad was at the main production plant with his brother-in-law, Bill Duax, when a bunch of bees got inside Dad's bee suit."

Late in 1947, John accepted another transfer with Willmark, this time to Norfolk, Virginia. Eleanor, quite pregnant at the time, stayed behind to await the birth of the couple's first child, Michael Patrick, on Dec. 19, 1947. He died of a brain injury associated with his delivery and was buried on the grounds of Lewis Memorial Hospital in Chicago. John and Eleanor were devastated and spent Christmas in the hospital consoling each other.

When able to travel, Eleanor rejoined her husband in Norfolk, where they remained until his transfer to Minneapolis. By this time, she was pregnant again, and stayed home to await the birth of their second child. Due to the tragedy experienced with the delivery of their firstborn, the doctor scheduled Eleanor for a Caesarean section. The couple chose St. Patrick's Day for the delivery, and John began betting on the date when the blessed event would occur. He told acquaintances at the local pub that he was so Irish that his child would be born on St. Patrick's Day. Of course, the child, Michael Leo, was born according to plan on March 17, 1950. John collected on several outstanding bets and later turned the story into a family joke. "I have been making money off Michael since the day he was born."

Eleanor and John brought Michael to their house in Robbinsdale, a suburb of Minneapolis. Eleanor volunteered as PTA president and worked for the hot



Willmark Service System, Inc. provided a living for both John Duffy and Eleanor Duax Duffy for many years. They met at Willmark in Detroit and John worked in the Chicago office before they transferred to Minneapolis, where this business card shows John's contact information. Eleanor, the mother of newborn Michael, worked inside the home and volunteered for church and school.



This 1950 Sales Conference of Willmark Services System took place in New York City while John and Eleanor were still living in Minneapolis. John Duffy is in the second row from the right, three back and next to the table.



lunch program at the new St. Raphael School, a school they helped to build through their donation to the building fund. They also raised funds for the construction of a new church. Their names remain engraved in the cornerstone at St. Raphael's.

At this time John joined a local chapter of Alcoholics Anonymous (AA) and remained involved in the organization for the rest of his life. Eleanor, supportive of John's affiliation with AA, frequently attended meetings with him. This strengthened their marriage.

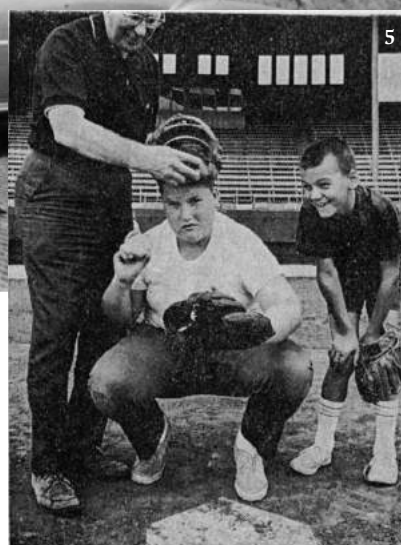
In 1953, Willmark asked John to accept a transfer from Minneapolis. The couple surveyed their situation and agreed that they didn't want to continue living the transient lifestyle that Willmark offered. John refused the transfer and severed his association with Willmark.

The couple remained in Minneapolis for several months while John worked as security chief in a small drug store chain. His supervisor, also a former Willmark employee, moved to Denver to manage a larger chain of drug stores. He encouraged John and Eleanor to relocate to Denver to open an investigative agency. He promised to be John's first customer. It was an intriguing idea, and the couple "pulled up stakes" and headed for Denver.



1. Michael Duffy, born March 17, 1950, won money for his father as a sure bet when he was born via Cesarean section on St. Patrick's Day. It was a good Irish

family joke passed down for generations. Here, John holds Michael when the baby was about four and a half months old. 2. At age five, Michael Duffy dressed like a detective when they lived at 804 Iowa Street. 3. In August, 1956, Michael, 6, enjoyed warm weather to wear a cowboy hat and play with guns. 4. When in elementary school at Sacred Heart, the nuns may have been taken aback when Michael created his own business card—a photo identification of himself and his father with a badge on a recipe card. 5. Michael Duffy, 14, played catcher at the *Times-Democrat*-Quad-City Angels baseball clinic in 1964.



Batter Up!

By Phil Hutchis
 Times-Democrat carrier salesmen were guests today at a baseball clinic, conducted by the Quad-City Angels. The Angels' players gave some instructions, and special tips were given by Manager Chuck Tanner and General Manager Ken Blackman, a one-time professional catcher. Above, Blackman is helping Mike Duffy, 14, of Davenport adjust the catcher's mask while Steve Stahler, 10, also of Davenport, watches.



**The duplex on Iowa Street where John and Eleanor started Per Mar.
The sun porch where they began their company is on the left side.**



CHAPTER 2

1953–1958

“Can’t’ never did anything.”

—Eleanor Duffy

On the way to Denver, John and Eleanor Duffy decided to stop in Davenport, Iowa, to visit Eleanor’s brother, Bob Duax, and his wife, Betty. While visiting with the Duax family, the Duffys’ old Hudson broke down. John and Eleanor lacked the money for car repairs, so Bob Duax began introducing John to local businessmen, hoping John could find temporary investigative jobs. The plan worked.

Encouraged to stay in the area, John began making more contacts. Finally, Eleanor and John made a “leap of faith” and started their business in Davenport. Initially John, Eleanor, and Michael lived with Bob and Betty and their five children on Taylor Street. Their first business cards read 806 Taylor Street, Davenport, Iowa.

John received his Iowa investigative license on October 22, 1953, and a week later, on October 31st, the company began operating as a sole proprietorship. A St. Ambrose professor recommended against using “Duffy” in the new company’s name. The professor thought the name should tell about the business and not about the owners. Plus, he felt the family name might become a negative if the business was later sold. Uncertain of the scope of services that might be offered, the Duffys shortened “personnel” to “Per” and “marketing research” to “Mar.” (John and Eleanor liked to tell people that company name was derived from the phrase “Perfectly Marvelous,” a joke that was repeated in newspaper articles hundreds of times during the company’s 50-year history.) The company became Per Mar Service.

John’s first challenge was to build his local reputation as an investigator. He expected the process to take time. To supplement the family income, John took a night job working the “kill floor” at Oscar Mayer. His job was to cut the ears off the hog heads. John, also, took a part-time route sales position with the Fuller Brush Company. (The job had flexible hours that would fit between investigative cases.) Soon, the Duffys were able to rent a duplex at 804 Iowa Street. The unheated front porch of the home served as the first office for the fledgling company.

John continued to make contacts in the business community while maintaining other employment. Eventually, he decided to forego his association with Fuller Brush and become a representative for Wearever pots and pans. Eleanor and John

credited the regional Wearever director for teaching them a valuable lesson. He told them, “If you want to sell, you’ve got to look prosperous — new suit, new car.”

In addition to appearing prosperous, they wanted to appear busy. Once while on the phone with a potential client John called to the other room to ask if they could be “done with the job in Chicago” in time to take on another investigation case. There was no job in Chicago.

Bob Duax was the men’s basketball coach at St. Ambrose College at the time. John frequently helped transport the St. Ambrose team on road trips. After he had delivered the players, he would make a few calls for Wearever. According to son, Michael, “Dad never wanted to sell cookware around here because he wanted to give the impression he was a successful businessman. Instead, he’d sell it in Maquoketa, Burlington, Quincy, and Dubuque where a lot of the St. Ambrose games were played. He’d usually make a few calls . . . , especially if it was an overnight trip.”

A Bold Business Move

John’s reputation as an investigator gradually spread through the local retail community. He was especially gifted at interrogation (an occasional business need that many owners felt uncomfortable handling internally). In the early days, most Per Mar investigations involved either cash-register shortages or inventory shrinkage. John’s expertise in resolving theft issues repeatedly distinguished him. Eventually, he was able to leave his job at Oscar Mayer. “One of the happiest days of my life was when I left the ‘kill floor’ at Oscar Mayer.”

While John’s list of satisfied customers increased, it remained difficult to support a growing family on the sporadic investigative needs of his customer base. John’s next challenge became to convince his customers that theft occurred routinely, an unfortunate part of business, rather than an occasional event.

On January 29, 1955, John struck a deal with a regional grocery chain, Eagle Food Stores. This led to Per Mar Service’s first written contract. An excerpt from that one-page contract read:

You are hereby authorized to investigate stock shortages within our organization. It is mutually agreed and understood that . . . your representative will handle the initial interviews In consideration we agree and promise to pay PER MAR SERVICE 25% of the value of the recovered merchandise and/or monies resulting from this investigation. It is mutually agreed that the term of this agreement is for one month.

During the next 30 days, John obtained four theft confessions that totaled \$20,500. In today’s dollars, those same confessions would represent more than \$141,000. More importantly, John had accomplished his goal—the grocery chain recognized its need for ongoing loss-prevention measures.

After the 30 days, John was summoned to the office of Eagle Food’s vice president, Maynard Waxenberg, who offered him full-time employment as the loss prevention manager. John promptly refused the offer, stating his desire to remain self-employed. The vice-president then explained that he intended to hire the position within his own company,

and that John's services would no longer be needed. John remained steadfast in his refusal. When John returned to his office, he received a call from Mr. Waxenberg. John later paraphrased the conversation. "You have got to be the most stubborn Irishman ever born! We would like to work out a retainer arrangement with your company."

John had proven to be an indispensable vendor to this customer. His investigative expertise could not have been matched by an internal hire. The relationship with this early customer remained intact through 2003 and expanded to include a variety of other Per Mar services. The Waxenberg, Geifman, and Weindruch families became friends and mentors to John Duffy.

John made other important connections in 1955. He began working with local attorney, Ned Wehr, a 1951 graduate the University of Iowa's Law School. According to Ned, "We had a lot of discussions on business ventures and where to go from here. Was this a good venture; was this not a good venture?" He remembered John not only for his careful business decisions, but also for his generosity: "Years ago, I was involved with the Scott County Crippled Children organization. I had to fill out envelopes and mail them. John paid three employees who spent almost all day helping me get that job done." Wehr continues his association with Per Mar today through his law office of Wehr, Berger, Lane and Stevens.

Market Research Expands

Eleanor began performing market research survey work and soon she had an opportunity to expand her operations. Given her interviewing experience from the U.S. Army, and her recent work as a field interviewer, she was hired as a subcontractor for Advertest, a marketing research agency. Eleanor quickly assembled a staff of twenty part-time employees who called on potential interviewees on both sides of the Mississippi River.

In the 1950s most interviewing was done door-to-door. An ample number of women sought part-time work while their children were in school. There was also an ample number of "stay-at-home moms" willing to be interviewed. These women liked the opportunity to share their opinions on a variety of household products, many times in exchange for free products to test market.

Eleanor committed herself to building the research arm of Per Mar. She answered local ads and visited Chicago advertising agencies. She joined a new group known as Marketing Research Technology Association (now MRA), the largest group of its kind at the time.

Eleanor continued to perform interviews herself. She later recalled an interview with a homemaker who saw that Eleanor was pregnant. The homemaker insisted, "No pregnant woman stands at my front door. Please come in and sit down." Eleanor was grateful for the offer.

In the summer of 1955, Eleanor became extremely ill during the second trimester of her pregnancy. For a period of time, doctors believed that the fetus she was carrying had died. She was eventually diagnosed with diabetes and began a lifetime dependency of insulin. On Oct. 5, 1955, Eleanor gave birth to a healthy son, Dennis. In view of the doctor's earlier prediction, Eleanor frequently referred to Dennis as "her miracle baby." Eleanor gave birth to her only daughter, Patricia, on January 14, 1957.

The Addition of the Polygraph Services

John became interested in the advantages that lie detector testing might provide to the area of interrogation. In early 1956, he purchased a polygraph machine and began a course of self-instruction. Michael recalled, "I remember Dad having the Duax kids come over and take polygraph tests on it, just so that he could practice." John eventually went to Austin, Texas, to complete his formal polygraph training.

The purchase of the polygraph machine finally forced the Duffys to rent office space. In late 1956, John moved his operations to four small offices at 316-317 First National Building, 201 W. 2nd Street. This provided a quiet setting where the polygraph tests could be administered. Eleanor continued to operate her business out of the home, a situation that worked well with her young family.

As John had thought, the polygraph machine became a valued tool of the investigation business. Of course, it also brought with it a wide variety of inquiries about potential uses. Several times, people called to ask whether the fidelity of a spouse could be verified through use of the lie detector. John always responded that fidelity could be verified . . . "I have a standing rule that the accusing party must consent to a test in advance of their spouse." This would often end the conversation. Occasionally the couple would arrive at Per Mar and both spouses would take the polygraph tests.

John recounted the case a couple that had been married before the husband left for World War II. After returning home, the man developed a case of venereal disease that he blamed on his wife. He accused her of infidelity during his military absence. During the husband's polygraph examination, though, he confessed that *he* had been unfaithful during his time in the service. In contrast, his wife passed her test with "flying colors." John convinced the husband to admit the infidelity to his wife, which he did in John's office that same afternoon. Later, John received a note from the couple thanking him for saving their marriage.

John's talent as an investigator put him in the spotlight. Newspapers frequently featured his skills in polygraph testing. In 1959, reporter Don Clasen wrote in *The Argus*: "Duffy is an expert on the subject of employee pilfering since he is one of the area's foremost lie detector, or polygraph operators." According to former Per Mar employees, Tom McGinn and Tom Lundy, John often had a full confession before he ever turned on the machine.

Growth Results in Other Moves

In the fall of 1958, both the family and the business expanded. The Duffys bought a house at 1102 Iowa Street, across from Sacred Heart Cathedral and School. Michael already attended Sacred Heart School, and Eleanor volunteered in the school lunch program. For her, it was perfect to have the children so close to home.

The business moved to 616-617 Kahl Building and occupied half of the sixth floor. The success of the investigation business required expansion not only in office space, but also in personnel.

John advertised for a chief investigator and received a call from H. Ronald Frogley of Hutchinson, Kansas. Frogley had seven years of experience as a special agent for the FBI and had resigned his position to attend Palmer College of Chiropractic in Davenport. Ron Frogley's letter dated June 12, 1958, read:

Dear Mr. Duffy,

May I say that our telephone conversation today filled me with eager anticipation. I am eager to start my schooling but the need for earning a security for my family is of paramount interest at this time Actually I can do about anything. I am married and have 4 children and am looking for a house with 3 bedrooms that I can afford to rent

Sincerely,
Ron Frogley

DIABETES AND A NEW MISSION

In 1955, Dr. Erling Larson diagnosed Eleanor with diabetes. Always a positive person, Eleanor became a persuasive advocate for diabetes education and public awareness in the Quad-Cities and the Midwest.

Eleanor was instrumental in establishing the Quad-Cities Diabetes Association in 1971. Her passion and leadership made testing a priority, and Per Mar personnel learned that they were going to participate.

Barb Schwener, an employee in the duplication production area and a family friend, recalled an early test. "Eleanor decided everyone in the building was going to have finger pricks for diabetes, and she was insistent enough that we were all going to do it." When Barb tested positive she said, "My doctor would not check it out because he thought those tests were ridiculous. And Eleanor kept asking me, and I'd say, 'No,' and she'd say, 'But he needs to.' If Eleanor wanted to be firm about something, she certainly could be."

"My doctor wasn't about to listen to some organization. And I said, 'Oh, yeah, he hasn't run into Eleanor before.'" When Eleanor got a hold of him, the doctor took care of it. "I had the glucose tolerance test and all that good stuff. And it was fine. But she was concerned because that was a positive reading. The doctor should take care of it, and he wasn't paying any attention."

In January 1973, seventy-two employees and their families were tested at the Davenport office. Eight people tested positive; three were pre-diagnosed; and five were advised to consult their doctors immediately.

The following year a diabetes detection center was established in the area. The program tested 2,321 persons the first year. Eleanor edited the newsletter (offering recipes and information to newer diabetics) and offered a 24-hour telephone service for anyone needing help. She visited newly diagnosed patients in the hospital to provide education and support. She also wrote a personal letter to physicians of persons who tested positive for diabetes. In 1974, that meant mailing 185 letters.

The same year, Eleanor earned the fifth annual Distinguished International Academy of Noble Achievement (DIANA) award. She was chosen by a panel of community leaders to receive the annual honor awarded to a woman who "gives of herself unselfishly for the benefit of others." Eleanor was recognized for her many works of charity and community service, with emphasis on her work with the Quad-Cities Diabetes Association, the Diocesan Council of Catholic Women, the Chamber of Commerce, and Salvation Army. The Epsilon Sigma Alpha Sorority of the Davenport City Council sponsored the award. Proceeds of \$450 from a dance were designated for a specific charity at the recipient's request. Eleanor, of course, donated the money to the local diabetes organization.

In 1985, she spearheaded the *Cookie Cookbook No. 1*, a 39-page cookbook for diabetics and their families. Eleanor organized the cookbook to make diabetics feel



Eleanor founded the Quad Cities Diabetes Association in 1971 and devoted countless hours to the organization. Here she was recognized as the 1987 Grand Award Winner for outstanding volunteer contributions to her community. This photo was published in Diabetes in the News Magazine.

more included during Christmas dining. "It took three months to get the recipes together and have a dietitian check out the calories and the exchanges," she said. The introduction read: "This Cookie Cookbook for sugarless cookies was a direct result of the classes in coping with diabetes that are conducted on a regular basis at the office of the QCDA by Eleanor Duffy." Eleanor, who served as president and on the board of directors of the Diabetes Association, suggested that the association order 100 copies. Almost immediately, 1,200 were sold. By 1987, the group had sold more than 3,000 copies nationwide. She later compiled another cookbook. "I've learned to live with my diabetes," Eleanor told *The Quad-City Times*. "I'm living it up and doing what I want to do."

"There is no such thing as a borderline diabetic," Eleanor told editor Jan Heintz during an interview for *The Goldbook* in 1986. "People used that description because they were ashamed to have something that's incurable."

Eleanor's passion to create awareness and assistance for those with diabetes brought her even more recognition. By the time Eleanor had been a diabetic for thirty-two years, she had devoted more than sixteen years to educating the public about the disease. She served as chairwoman for the association's food support group, advocating self-management. Another of her creative projects included implementing a salad luncheon especially for diabetics, who swapped recipes there. She also held a December cookie exchange that featured sugar-free samples.

In October 1987, she was selected as the Grand Award Winner of the *Diabetes in the News Community Service Award Program*. She received a plaque, a glucose monitoring kit, and \$500 from the Ames Education Service. Miles Laboratories, which published *Diabetes in the News* magazine, featured her in the December issue. Eleanor was the first adult to win the award and donated her cash prize to the association. She was credited as being the founder and the driving force of the local organization that included 380 individuals and their families. Eleanor was honored as the Grand Award winner at a luncheon in St. Luke's Hospital Conference Room.

Eleanor died in 1989, but her legacy lives on. The Eleanor M. Duffy Diabetic Education Center was unveiled in her honor, posthumously, and now is an integral facet of Genesis. Her children are proud that their mother worked so hard to make the center what it has become.

In 1990, the Quad Cities Plus 60 Club donated \$1,000 for office furniture to the association in Eleanor's name. Michael, Patricia and Dennis were on hand to present the gift.

THE GREATER DAVENPORT CHAMBER OF COMMERCE

Betty Fogle, retired Director of the Chamber of Commerce, enjoyed a career that spanned thirty-eight years. She remembered working closely with the Duffy duo in Chamber activities. At the time men and women met separately, and both John and Eleanor played active roles.

"Women didn't want to be in with the men," Betty said in February 2003. "The Women's Bureau was active, and Eleanor participated on other committees, particularly the Consumer Affairs Committee. There was no Better Business Bureau then, so that was very much a part of the Chamber. John was on the National Legislative and Investigative Committee, so it was a plus to have him. People liked John and Eleanor for "their earthiness . . . there were no pretensions about them, but they felt a great need to be part of the community. They didn't care if you were rich or famous if you were there. They helped me a lot at the Chamber." Betty recalled Eleanor as a calm, collected person. "She had a 'Well, what do we do about this now?' attitude. She never said she was too busy."

John served on the Board of Directors from 1963 to 1966. Once off the Chamber board, he moved to the City Tax Research Committee for the next three years. He served as vice-chairman in 1966 and was chairman in 1968. According to Betty, his business experience made him important to the National Legislative Committee (1964-1973) and, at one time, he served as chair. In 1972, John was active on the Economic Development Committee.

The Women's Division was organized in 1957 (four years after Eleanor moved to Davenport) and she was listed among the charter members. At the organizational banquet in November, as second-vice chairman, Eleanor was in charge of entertainment. Everyone knew Eleanor loved to sing, so it was no surprise that a female quartet was booked for the program.

The Women's Division soon grew to 105 members. By 1960, activities included participation in Cultural, Educational, Spiritual Dinner Preparations, a New Citizen's Reception, and the American Red Cross Disaster Education Program.

In fact, Eleanor was listed with the almost-all-male Directors of the Chamber of Commerce as early as 1960. Martin Phelan served as president, James Lischer was first vice president; and Dan Whalen was second vice president. A number of other well-known Davenport leaders also were included: Mel Foster, Jr.; Ralph Hening; John Lujack; Frank Rhomberg; Charles Schebler; John Schmid; and Joe Von Maur.

Eleanor served as president in 1961-62 during an executive committee term expiring April 30, 1964. She succeeded Hertha Goodell, a prominent Davenport business woman who owned Goodell's (a women's clothing store at 224 West 3rd Street). Eleanor worked with Frieda Gilley and Janet Peavey in Unit Three of the Business and Industry Section. They worked on the United Fund campaign.

In 1972, Eleanor was the Midwest Conference Chairman in Davenport. Whenever possible, she attended annual Midwest meetings in different cities. A year later, Eleanor attended the National Chamber of Commerce Convention in Washington, DC, and the Midwest Conference of Women's Divisions in Dodge City, Kansas. When she came home, she reported to Per Mar employees in the Alert newsletter that if they wanted to get ahead, they had to "Drink, swear, lie and steal. Drink in all the knowledge about the job you are assigned. Know it well. Swear you will do the very best job you are able to do. Lie awake in bed and think how you can become more meaningful to family and associates. And steal a little bit every day—just enough time to pray."

True to family tradition, Michael served on the Board of Directors from 1989 to 1992. Patricia also served on a board committee.



In April, 1960, Mrs. Hertha Goodell, retiring chairman (left), pinned a shoulder corsage on Eleanor Duffy, incoming chairwoman of the Davenport Chamber of Commerce Women's Bureau. Mrs. Stephen (Janet) Peavey was first vice chairman. Photo courtesy of Betty Fogle and taken by The Daily Times.



Above: In 1980, John Duffy joined Senator Roger Jepsen at the Clayton House for a Chamber of Commerce luncheon in May.

Middle: Congressman Fred Schwengel met with Eleanor Duffy and Dave Tabor, Manager of the Chamber office, when they went to Washington, DC in May, 1962.

Top: In 1961, the Midwest Conference of the same group met in the Blackhawk Hotel where the keynote speaker was Miss Mercedes Hurst, left, public relations officer of International Harvester Co. Others in the photo (from left to right) include Miss Gladys Wenzel of Nebraska City, Nebraska; Mrs. Hertha Goodell, convention planning chairman; Eleanor Duffy, president of the Davenport Chamber of Commerce Women's Bureau; and Miss Truth Lamont, Des Moines conference general chairman. Photo Courtesy of Betty Fogle and taken by The Daily Times.

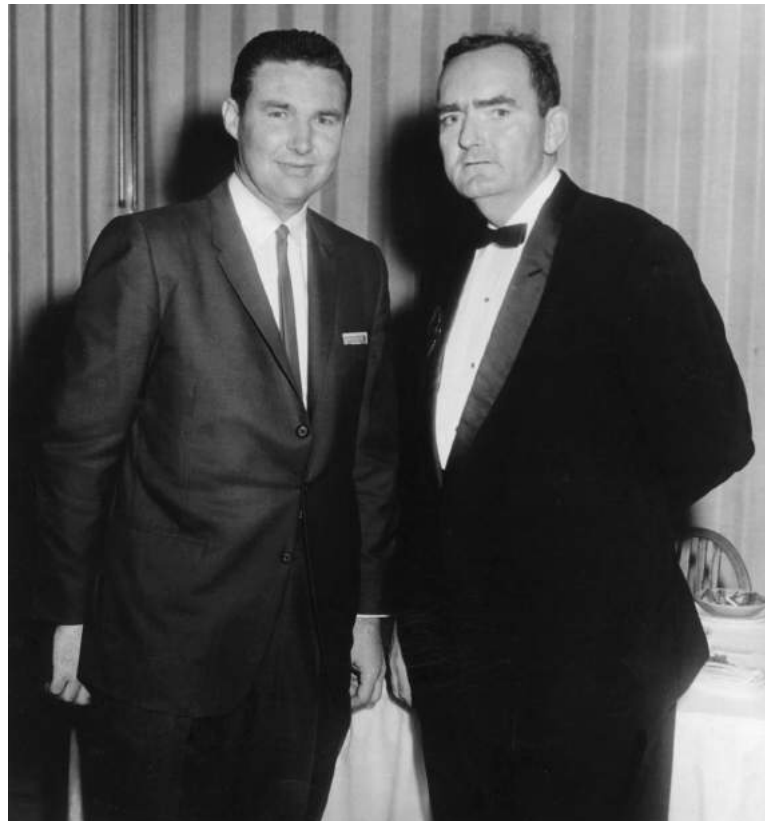


The relationship proved to be mutually beneficial. True to his letter, Ron Frogley could do about anything. He was a gifted investigator and a good leader. Ron remained at Per Mar until he completed his Chiropractic degree. He eventually became the President of Palmer College of Chiropractic. The friendship between the Frogleys (Ron and his wife, Lee) and the Duffys lasted for the rest of their lives.

Ron Frogley's employment at Per Mar forever changed the future course of the company.

Eleanor, Dennis, and Michael after 1958 in front of 1102 Iowa Street.

Ron Frogley joined Per Mar in June, 1958, and worked for the company while earning his Doctor of Chiropractic degree at Palmer College of Chiropractic. He was a former Special Agent with the Federal Bureau of Investigation. His expertise proved invaluable to the company. Dr. Frogley later became President of Palmer College of Chiropractic.





In 1959, Servus Rubber inspired John Duffy to provide security officer service to businesses and became Per Mar's first account. Servus remained a customer for many years and later became Norcross Footware. Here, from left to right, are John Duffy, Sterling Hill, Ron Frogley, Vern Kilbourn, and Harold Burch.



CHAPTER 3

1959–1973

“From the beginning, our customers would get the best possible service we could offer. We never said no. Whatever a customer asked, we said we would try it.”

—Eleanor Duffy

In October of 1959 Ron Frogley, now a licensed private detective in Illinois, completed an investigation for the Servus Rubber Company in Rock Island. The client, obviously pleased with the outcome of the investigation, posed a question to Frogley. The Servus manager had read about security officers and wanted to know if Per Mar provided that service. True to the Per Mar spirit, John jumped on the opportunity. Eleanor recalled, “A client decided to use professional security officers to protect his business and asked if Per Mar had such a service. So we had security officers—starting that instant.”

The fledgling company that started on a family sun porch now officially added uniformed security officers to its slate of growing services. The first security account, Servus Rubber Company, continues today at the business now known as Norcross Footwear.

John always maintained that by using an outside contractual service, such as Per Mar, clients saved anywhere from 10 to 30 percent of its security budget. Customers agreed. Security officer services quickly grew beyond the expectations of John and Eleanor.

In later years, John reflected on how much the success of the company owed to this division. In an address to his security officer employees, he wrote: “Your job as a security officer is of extreme importance because of the great

In the early 1960s, this was M.L. Parker, a department store in downtown Davenport, with anxious customers waiting for entrance to a sale. Larry Rodriguez was the security officer.



responsibility it carries with it. Our client depends upon you to protect his property from burglary, fire and many other dangers. At times, you are required to maintain the security of our clients and country through the protection of classified information and prevention of sabotage and other crimes.”



John Duffy bought these mannequins to model security officer uniforms in the early 1960s. Linda Duffy told stories of how much fun they had with the two “guys” in the center. Employees might come around a corner and run into a mannequin. The models are flanked by John Duffy, left, and Eugene Marland, then Vice President of the Security Officer Service.

Donna Permentier, called a “guardette,” pins an identification badge on a visitor. The two men at the far left are Tony Morrell and Gene Marland at the Quad City Airport. Both Messrs. Morrell and Marland were executives who started in Per Mar’s security officer business.

John Duffy – The Consummate Investigator

John quickly built his reputation for saving companies money. One early success was the Geifman’s Food Stores’ shoplifting case. John noticed carryout boys storing items such as beer, soft drinks, and snack foods by the back door. When they were ready to leave, they came to pick up the party supplies and the investigator was waiting.

“John could be gruff when he wanted to be,” recalled Jay Ingram, a business associate and friend. “It was one reason his efforts were successful.”

“John was extremely good at interrogating people,” Eleanor wrote in her memoirs. “His steely blue eyes made them think that he was going to help them in some way or other and get them out of trouble, and they would confess.” Linda Duffy, who married John’s son Michael, recalled that John had eyes that could look right through you. “I don’t think people even knew what they were telling him.”

Linda saw his interrogations first hand because “from time to time, John would say to me, ‘Could you come in here?’ because whenever he got a statement, he wanted a witness.” Linda often heard the interviewee tell John things far beyond the actual case. When John interrogated the boys at Geifman’s, one boy blurted out, “Mr. Duffy, I’m a Catholic. I gave that up for Lent.” For solving

In 1962, Lamont Ringenberg made rounds at a plant, and demonstrated phoning for an emergency. The arm patch at the time read Per Mar Investigative Service Guard. He was at the John Deere Plow Planter Works; his son, Craig has been an employee for more than twenty years.

the investigation, Geifman's paid John by allowing him to put up fliers advertising Per Mar in every grocery store.

John, with boundless talent, devoted more and more hours to his thriving work, family, and community. The children grew up in the business. On Sunday afternoon rides with the kids, the Duffys often visited accounts, checked signs, and talked to the security officers on duty. Michael, Dennis, and Patricia remember those Sunday outings as a natural part of their childhoods.

A tradition of political involvement for the Duffy family began in 1964. "They were always ac-

tive in politics, primarily behind the scenes," said Michael McAleer, Eleanor's nephew. "The Duffys hosted parties for candidates in their home and knew likely supporters for particular candidates."

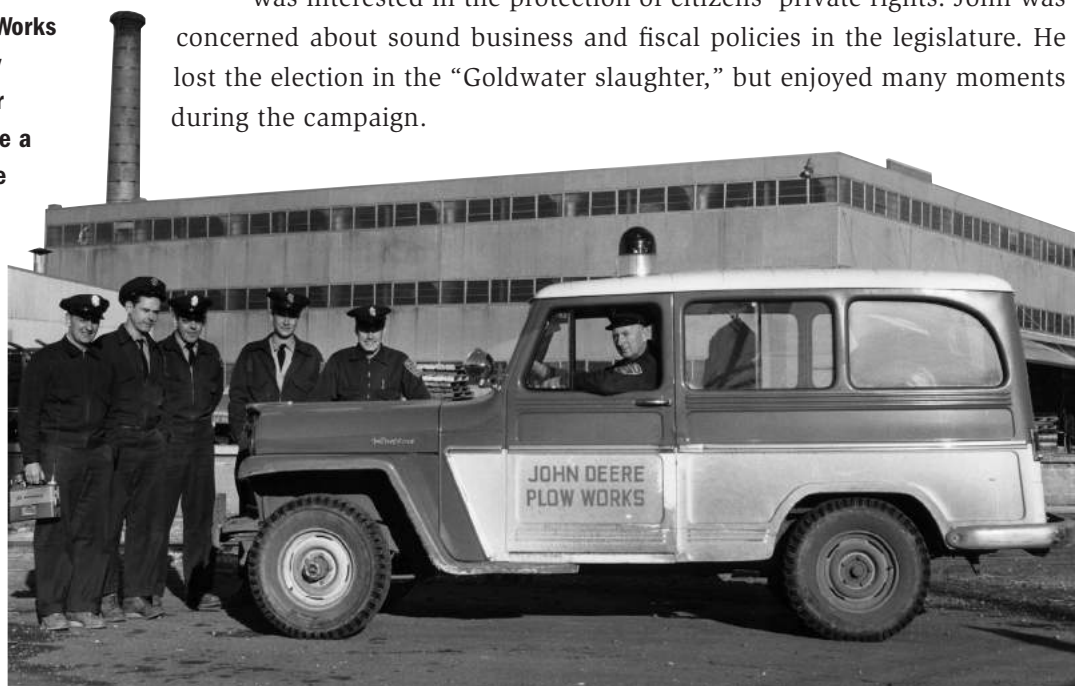
At age 40, John ran for one of five Scott County seats in the House of Representatives. His campaign business cards listed him as a veteran, businessman, active Republican, church and civic worker, and a man of integrity who would practice these characteristics in government.

"I have always had a deep interest in state and local politics," John said in a press release. "That is why I have worked as a committeeman in the city's Fifth Ward for many years, and it is also why I am entering the race for the state's House of Representatives." He was interested in the protection of citizens' private rights. John was

concerned about sound business and fiscal policies in the legislature. He lost the election in the "Goldwater slaughter," but enjoyed many moments during the campaign.



John Deere Plow Works was another early Per Mar customer that helped create a foundation for the Physical Security Division's growth. These six security officers worked for Per Mar in 1963.



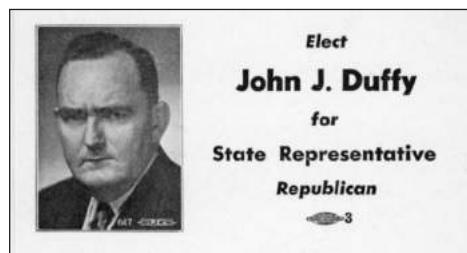


In the early 1960s, these security officers posed with the first patrol cars near John O'Donnell Stadium under the Centennial Bridge.

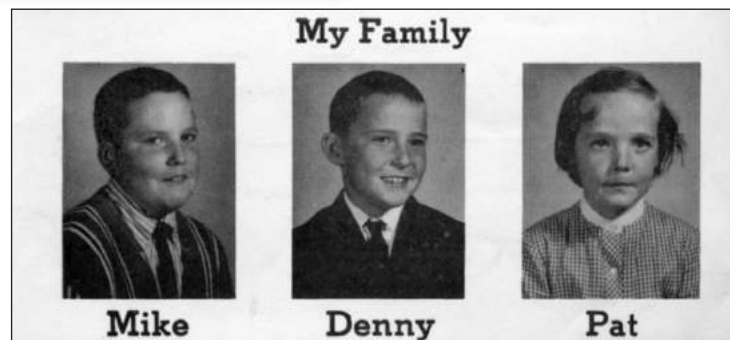
About this same time, Eleanor's mother, Irene, earned a college degree at age 69 from De Paul University after raising her large family. In arm to celebrate were Charles Duax (Eleanor's brother), Eleanor, Irene, and Dorothy Welsh, (one of Eleanor's sisters). Eleanor and her mother had a great deal in common. They were both active, vibrant women who worked hard and had a zest for life.



John Duffy ran unsuccessfully for State Representative in 1964. His campaign listed a number of reasons why people should vote for him: veteran, businessman, active Republican worker, church and civic worker, and integrity in government.



This photo of the three children, "My Family—Mike, Denny, Pat," was used in John's political campaign.



THE LIFE OF A PRIVATE INVESTIGATOR (from the files of John Duffy)

THE PRIVATE INVESTIGATOR MUST be a man of vision and ambition. He must be a before-dinner guzzler and an after-dinner speaker, able to make reports out all day, travel all night, and appear fresh the next day. He must be able to entertain brother investigators, sweethearts, secretaries and clients' wives without becoming too amorous, and all the time be a happily married man. He must be able to inhale dust, drive through a ten-inch snow at ten below, and work a summer surveillance without perspiring or acquiring BO.

HE MUST be a man's man, a ladies' man, a model man, a good husband, a fatherly father, a devoted son-in-law, a plutocrat, a Democrat, a Republican, a New Dealer, an old dealer and a fast dealer; a technician, electrician, politician, mathematician, mechanic, ambidextrous, and an old airplane mechanic. He must be an authority on plumbing ware, codes, laws and marketing techniques; a specialist on black market procedures, the prices of cigarettes and coffee, and also how to fix old cars.

HE MUST be a sales promotion expert, a credit manager, and correspondent; attend all staff conferences, meetings, conventions, tournaments, funerals and births; visit brother investigators in hospitals and jails and contact and soothe the feelings of attorneys, prospective attorneys, and former attorneys.

HE MUST know the sheriff and chief of police, own a car that is powerful as well as economical, and new enough to create respect in all who see it, but inconspicuous enough to avoid getting "burned." He must be able to compute mileage, drift, ground speed, gas consumption, wear and tear and depreciation; be able to review personnel, medical, and court records without spending time on them; know labor laws, civil law, criminal law, insurance law, law of supply and demand, and how to make an expense account stick.

HE MUST own a home attractive enough to give parties, but not sumptuous enough to cause comment; have an unlimited endurance for frequent over-indulgence in wine, and gab; be an expert driver, talker, liar, dancer, traveler, bridge-golf-poker player, diplomat, financier, capitalist, and philanthropist; be an authority on palmistry, chemistry, archeology, geology, psychology, meteorology, criminology, hydraulics, dogs, cats, horses, key-hole, blondes, red-heads, and lingerie.

HE MUST have a memory for assorted items of important information, such as the height of the Eiffel Tower, the lean degree of the Tower of Pisa, and Cleopatra's aliases for proper occasions. He must be ugly enough to be trusted by husbands, and attractive enough to be interesting to wives.

Note: Eiffel Tower: 948' 3" tall. Tower of Pisa: 5 degree lean. Cleopatra: Cleopatra VII Philopater.

Yet Another New Venture

In 1966, John organized a Council of International Investigators (CII) convention in Davenport. John and Eleanor didn't realize that yet another Per Mar service was about to be launched because of this gathering. Michael recalled, "A gentleman by the name of Sid Stackler (the owner of Central Watch Systems in Chicago which was later sold to Wells Fargo Alarm Service) was staying at the Blackhawk Hotel. He took a walk through downtown Davenport and came back and said to my father, 'Why aren't you in the alarm business? All these ADT stickers, and they don't have any competition!'"

John Duffy and Richard Brus, Per Mar's treasurer at the time, made a visit to Central Watch Systems in Chicago and to Potter Electric Signal in St. Louis. After the trip, they contracted Mueller Lumber to build the company's new headquarters at 425 West Second Street. Michael remem-



John and Eleanor frequently celebrated company anniversaries on Halloween, since that was the official date of the company's birth. The clown is thought to be Evelyn Brus, wife of Dick, who was the Treasurer of Per Mar. This 1965 party took place at the Hotel Blackhawk. Evelyn, Dick Brus, John Duffy and Eleanor posed for the photographer. John's hat reads: "If it's too much work . . . it violates security." His pocket placard pokes fun at Lyndon Baines Johnson, then President of the U.S. It reads: Economy is Government."

THE INDUSTRY TRADE ORGANIZATIONS



The American Society of Scientific Interrogators met in Austin, Texas in 1958. John Duffy is in the fourth row on the far right, fourth man back.

John and Eleanor learned early on the value of associating with colleagues in their respective industries. For example, Eleanor joined Market Research Association (MRA) in 1958, five years after starting her business.

In 1960 officers of the Mississippi Valley Chapter formed a local chapter of the American Marketing Association (AMA). They received a charter from the national AMA in a dinner meeting at Mirando's in Milan, Illinois. Eleanor served as secretary for the new group.

In 1975 John and a few other members of the World Association of Detectives (WAD) founded the National Council of Investigation and Security Services (NCISS). Michael recalled that it started with a breakfast meeting in Cincinnati, Ohio. "The WAD was meeting at the time, and I was on the board. Joe Duncan from Nashville asked everybody to get together to talk about the need for a group to fend off legislation. We all agreed it was needed, and Joe offered to host a follow-up meeting in Nashville. The timing was right for my dad to go to Nashville and help build NCISS. He invested his time, energy, and Per Mar resources and ended up becoming the first president of NCISS."



In August, 1965, John, Eleanor, and Michael Duffy joined British royalty (the Lord Mayor of London and his wife) for a few months in London, England. The event was the World Secret Service Association meeting where at age 15, Michael Duffy said he tended bar all night at the Carlton Tower Hotel. Colin Finley is far right.

Colin Finley, a member of the Council of International Investigators and from England, posed with Eleanor and John Duffy in the 1970s when he visited Per Mar in Davenport, Iowa.

In the infancy of NCISS, its modest membership made lobbying efforts in Washington, DC, challenging. "John was a man who got things done," said Steve Kirby, owner of Kirby Investigations. Steve's parents knew both Eleanor and John in the early years of Per Mar.

Steve remembered conducting several polygraph tests for John. "John had an incredible, generous spirit. He was always willing to share his knowledge and business sense for the betterment of the profession. He was 100% genuine. His sense of adventure, sense of humor, and sense of fair play were infectious."

Another colleague, Edward "Eddy" McClain, met John Duffy in 1977. Eddy, a 47-year investigative veteran, helped found the California Association of Licensed Investigators (CALI). He served seven years on the board and was chairman in 1972-73. News of a new national organization (NCISS) was announced at a CALI meeting. "A guy named Duffy from Iowa was the first president," Eddy recalled. "I didn't personally know any of the WAD members who had formed NCISS, and it was easy to move it off my mind's radar. That was until I met John Duffy. Nobody could ignore Duffy!"

In 1977, Eddy attended a CALI meeting in Long Beach when NCISS was in Los Angeles for a planning session in conjunction with the International Association of Chiefs of Police (IACP). "So there I was, minding my own business at the Long Beach Hyatt, when I was introduced to, and then buttonholed by, John Duffy."

In John's suite before dinner Eddy and his wife, Marcia, met the other half of the dynamic Duffy duo, Eleanor. "A woman both charming and professional, Eleanor Duffy was obviously the steady backbone of the Duffy partnership," Eddy said. "Successful in the marketing end of the business in her own right, Eleanor was content to remain in the background at association meetings while extrovert John made the speeches and cheered on the troops. Although our exposure to Eleanor was limited to a few occasions, her relationship with John reminded me of LBJ and Lady Bird," Eddy remembered. "John would probably not admit it, but Eleanor was the keeper on his boat and the wind beneath his wings."

One night, John stood at the podium dressed in a dark suit and advocated cooperation for mutual support of public law enforcement and private security. "As President of the National Council, I would like to state that it is the intention of the members of the National Council involved in the private security industry to assist, whenever possible, public law enforcement officers and officials in every legal, ethical way that we can," John said. "The time has come when we must assist one another for the good of the citizens and our communities."

"Although many other loyalists molded the council in its first two years," Eddy said, "it is my belief that NCISS would have floundered without John Duffy's indomitable spirit and forceful salesmanship. He would not be denied."

In the late 1970s and early 1980s, Michael Duffy served as chairman of the local chapter of the American Society for Industrial Security (ASIS). Simultaneously, he was on the board of the National Burglar & Fire Alarm Association (NBFAA), served as a vice president from 1977-1979, and held a board position on the WAD from 1975-1979. In fact, he and Linda honeymooned at a WAD convention in Seattle, Washington. Michael was a presenter with Sterling Smith from Stanley Smith Security. The topic was patrol services and how to make a profit.





John Duffy attended the Board of Directors meeting of the Council of International Investigators in Florida in March 1968 for the mid-term board meeting. John is in the front row, fourth from left.

In 1979, the convention met in Las Vegas. Michael presented a seminar, "Public Relations and Complaint Handling." Continuing the tradition, Linda Duffy and Pat Smith were the first two women to ever make a presentation to the NBFAA (at a convention in Orlando, Florida in 1982).

Per Mar also hosted the NBFAA regional meeting at Jumer's Castle Lodge in Bettendorf, Iowa, in 1979. It was the best attended conference the NBFAA had in years. Also, during Michael's term, he brought Ron Davis to Minneapolis for a regional meeting. Ron became an alarm industry icon.

After John Duffy died in 1983, Eddy McClain was the driving force that created the John J. Duffy Memorial Achievement Award, given annually to major contributors in the industry with second generation of Duffys (Michael or Patricia) on hand. Eddy met Michael in the early 1980s and Patricia in 1999. They worked closely on NCISS affairs; in fact, Eddy lobbied Congress with Patricia in 2000 when they visited Senator Charles Grassley and Representative Jim Leach. "These (second-generation) successful entrepreneurs have far exceeded what John and Eleanor created from scratch," Eddy said. "But the Duffy lineage must have something to do with it. I am honored to count the second generation of the Duffy family as my friends." NCISS has remained an active and vital organization.

Yet another industry trade organization was the Council of International Investigators (CII). CII was John's organization, according to Eleanor, who was an "associate member." One year, the CII convention included a luau in the Duffys' back yard. John served as president and chairman of the CII board.

"We learned so much through our memberships in the early years that we felt obligated to give back through board service," Eleanor said. "As board members, we took two trips each year to the meetings in warmer climates in winter. Many of the board meetings were in other countries, so we went to places on business we could never have hoped to take the family otherwise."

The Duffys learned through their political experiences, too. In January of 1977 John appeared as a witness at hearings on the Privacy Protection Study Commission held in the Dirksen Senate Office Building in Washington, D.C. He was asked to appear in his role of president of the NCISS. The Senate Commission Hearing covered the Fair Credit Reporting Act, Public Law 91-508, as applied to business, industry, and the investigative profession.

John testified, "In all our activities, whether it be for a governmental agency, the legal profession, or private industry, we adhere stringently to all legal requirements for our profession at the local, state, or federal level . . . It is the intent of Per Mar Security to operate not only under the laws concerning privacy, but also the intent with regard to the rights of the individual as well as the rights of our clients."

Michael continued his parents' legacy of involvement. He was elected third vice president of NCISS at its annual meeting in New Orleans in 1992, when member companies represented the interests of more than 50,000 employees in the security industry. He won both the NCISS Wunder Award and the John J. Duffy Memorial Achievement Award in 2000.



Eleanor and John Duffy donned formal attire for a CII Convention.



In August 2002, Brianna Duffy attended the CII Banquet in New Orleans, LA, with her father, Michael.

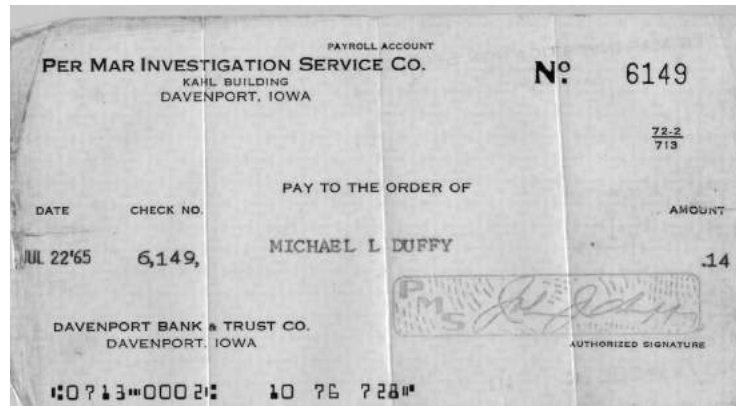


From left are Tom and Mary McGinn, John Duffy, Evelyn Brus, John G. Ruhl, and Monsignor Thomas J. Feeney. The group celebrated the company's anniversary on Halloween of 1965.

bered, "They built the Central Station that was the same size as Potter Electric Signal, probably 25 times larger than they needed at the time."

In 1968, Per Mar opened its first Underwriters Laboratory (UL) listed and Factory Mutual (FM) approved Central Alarm Monitoring Station at the Second Street location. According to Michael, "We were the first company in the country to receive the UL Central Station listing without having a local alarm listing for systems that just ring a local bell." Typically companies started small and waited until they developed a good customer base before becoming UL and FM listed. John and Eleanor decided that if they were going to undertake this new venture, it should be done right. Michael recalled, "We were fortunate that we already had security officer dispatchers on duty for our mobile patrol business. This way we didn't have to take on the entire expense. It was a fairly aggressive way to start and proved to be very expensive. It took almost eight years to break even in the alarm business." Eleanor, though, wrote with pride nearly 20 years later, "From the beginning, our customers would get the best possible service we could offer."

John probably never realized the impact he made on the individuals who met him. For example, Peter Heims, a private investigator and certified bailiff



Michael Duffy's Per Mar paycheck in late July, 1965, was for fourteen cents. He had cleaned dog cages for \$10 a week to earn his pay and that was all that was left after a credit union deposit.





from London, met the Duffys in 1965. The meeting, according to Peter, changed the course of his life. John invited Peter and his wife to Davenport for the 1966 CII convention. “We had a fabulous time. John was a marvelous host, as was Eleanor. Before the evening was over, Eleanor would get up and sing to us all. Her favorite, and mine, too, was ‘Danny Boy’!” Over the next 15 years, Peter visited the United States thirty-two times and attended twelve CII conventions. “Yes, John and Eleanor Duffy changed my life for the better, and they are mourned by our industry. Their memory lives on in Michael Duffy.”

Keeping with the international spirit, John opened a foreign office. He wanted a presence in his homeland and so set up an office using his cousin Jim’s address in Ireland. John dispatched executives to develop the business, but the venture was not profitable. The Irish branch survived only a few years before its doors closed.

New Faces at Per Mar

In 1966, John and Eleanor’s oldest son, Michael, entered the business. He attended conferences with his father and accompanied John on surveillance assignments. Michael found that investigative work involved long hours in sometimes cold, sometimes hot, definitely uncomfortable weather conditions. That

didn’t deter him. As a student at Assumption High School, he wrote a paper on investigation companies: “A Comparison of Three Top-Flight Security Firms.” The paper examined research and responses from executives at Pinkerton’s, William J. Burns International Detective Agency, and The Wackenhut Corporation. Going into the family business seemed natural for young Michael.

In October of 1966 a new employee and a modern gizmo joined Per Mar. Barb Schwener began an extended career at the same time John bought a multilith printing, or duplicating, machine. Barb joked, “I came with the machine.” Barb began working four hours every other week.

“John did not want to rely on another printer’s sched-

ule. John wanted what he wanted when he wanted it. If he wanted it yesterday, he wanted it yesterday,” she said, “but he was also a fair person.”

In addition to printing, Barb managed distribution to the other Per Mar branches. “I printed all their letterheads and all their envelopes,” she remembered. “John was great on sayings, so I printed those on parchment.” Barb retired in June 1984.

In June of 1969 another new employee became part of the Per Mar family. Linda Brus was a high school graduate when she began working for the Marketing Research Division. Her first telephone survey asked 15-year-old boys about their shaving habits and preferences. “The answers were multiple choices and the survey took about 20 minutes.”



Barb Schwener came to Per Mar with the multilith printing machine about 1968 and moved with the company from the Kahl Building to West Second Street. She said, “John Duffy wanted it when he wanted it,” and called her friend both gruff and a pussy cat.



why is it, there is never enough time to do things right, but always enough time to do them over?

PER MAR
The Law Security & Research Corporation

Soon Linda transferred to the shopping service, where she fell in love with her supervisor, Michael Duffy. In July 1972, she was promoted to personnel director, responsible for hiring, scheduling, and dispatching guards from the Dav- enport office. Linda married

Michael in July 1973. She continued to work as their family grew: Brendon, Benjamin, Bridget, Brianna, Bradley, Brian, and Bethany.

After each birth Linda considered staying at home with the new baby, but each time the company called her back. Once a manager had a stroke and couldn't return to work. Another time an alarm manager died unexpectedly.

"Mike and I were together seven days a week." Over the next twenty-two years, Linda worked in the alarm and security officer divisions. "It's still an adventure. Every day. And I think Mike would say that, too." Linda is currently President of As- sumption High School.

Guarding the Games & Growing the Business

One new aspect of the business was a dream assign- ment for avid sports fans in the late 1960s. When the Univer- sity of Iowa Hawkeyes played at home, over 200 individuals were needed to help Per Mar maintain security at Kinnick Stadium in Iowa City. Initially, the company used existing security officers. Michael soon realized, though, that help was needed. He contacted dozens of local organizations such as Dad's Clubs, Knight of Colum- bus, church groups, Elks, PTA's, booster clubs, and softball teams. Michael asked each group to bring ten people to every game. As long as the group agreed to attend the training sessions, pay- ment was made directly to the organization. Michael's plan turned out to be a win-win situation for Per Mar and for the organizations.

REMEMBER THIS

IF YOU WORK FOR A MAN, in Heaven's name, WORK for him. If he pays you wages which supply you bread and butter, work for him; speak well of him; stand by him and stand by the institution he represents. If put to a pinch, an ounce of loyalty is worth a pound of cleverness. If you must vilify, condemn and eternally disparage—resign your position, and when you are outside, damn to your heart's con- tent, but as long as you are part of the institution do not condemn it. If you do that, you are loosening the tendrils that are holding you to the institution, and at the first high wind that comes along, you will be uprooted and blown away, and probably will never know the reason why.

—ELBERT HUBBARD

PER MAR
The Law Security & Research Corporation

Barb Schwener printed thousands of John's favorite sayings on parchment paper. The sentiments expressed both family values and work ethics.

A
SHORT COURSE
IN
human relations

THE 6 MOST IMPORTANT WORDS:
"i admit i made a mistake"

THE 5 MOST IMPORTANT WORDS:
"you did a good job"

THE 4 MOST IMPORTANT WORDS:
"what is your opinion?"

THE 3 MOST IMPORTANT WORDS:
"if you please"

THE 2 MOST IMPORTANT WORDS:
"thank you"

THE 1 MOST IMPORTANT WORD:
"we"

THE least IMPORTANT WORD:
"i"

PER MAR
Consultants of the
PER MAR SECURITY & RESEARCH CORP.
405 W. 2nd Street, P. O. Box 4227
Des Moines, Iowa 50316
Tel. 319.281.0211

CHILDREN LEARN WHAT THEY LIVE

If a child lives with criticism, He learns to condemn.
If a child lives with hostility, He learns to fight.
If a child lives with ridicule, He learns to be shy.
If a child lives with shame, He learns to feel guilty.
If a child lives with tolerance, He learns to be patient.
If a child lives with encouragement, He learns confidence.
If a child lives with praise, He learns to appreciate.
If a child lives with fairness, He learns justice.
If a child lives with security, He learns to have faith.
If a child lives with approval, He learns to like himself.
If a child lives with acceptance and friendship,
He learns to find love in the world.

Dorothy Law "Nole"

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INDISPENSABLE

Sometimes when you're feeling important,
Sometimes when your ego's in bloom,
Sometime when you take it for granted,
You're the best qualified in the room,
Sometime when you feel that your going,
Would leave an unfillable hole,
Just follow this simple instruction
And see how it humbles your soul,
Take a bucket and fill it with water,
Put your hand in it, up to your wrist,
Pull it out, and the hole that's remaining
Is a measure of how you'll be missed,
You may splash all you please when you enter—
You can stir up the water before—
But stop and you'll find in a minute—
That it looks quite the same as before.
The moral in this quaint example,
Is do just the best that you can,
Be proud of yourself, but remember—
There's no indispensable man.

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In the late 1960s, the guard dogs were photographed for the newspaper and company brochures. This photo, taken by Frank Folwell of the *Times Democrat*, was stamped November 3, 1966.

Similar programs are still in effect today at the University of Iowa, Iowa State, and the University of Wisconsin at Madison.

The event personnel took tickets and patrolled the elevators, fences, press box, ramps, and sidelines. They prevented fans from taking cameras inside the gates and refused admittance to those without tickets. Another of Michael's policies, also, proved effective. "No one ever worked the same gate twice." Due to the diligent security efforts during the first season, University of Iowa administrators estimated that revenue from ticket sales increased by \$100,000.



In 1969 Linda Duffy and other employees were honored for service to the company: (standing left to right) Wayne Westphall, Chuck Swink, Jerry Holman, Tom Butler, Bill Armstrong, Dee Walker, Linda Brus Duffy, Wendy Bullard, Ernie Cupp, Forrest Miller, Virgil York, and Lamont Ringenberg.

Linda Duffy was bitten by Fritz the dog (on the left with security officer Al Eastin). Earl DeGeeter (right with the dog) was a long-time employee and "great guy," according to Michael Duffy. He became Chief of the Security Officers. He's holding Duke, who created lasting memories when he bit Patricia Duffy. The two photos were later used in corporate brochures and one was published in the September 1973, issue of *Business & Industry Magazine*.





Geri Wilkinson and Del Engeser were hard at work at Gate 12 at John Deere Plow Planter Works.

Also during this time, the Quad City Airport hired Per Mar guides to conduct tours for visitors and school groups. To meet the needs of the all-female tour guides, Linda Duffy's mother, Marvella Brus, helped sew a one-piece dress with a dropped waist. To set off the outfit, the guides wore knee-high go-go boots. "This was not the standard security uniform," Linda said. "These were tour guide uniforms, things like Marlo Thomas wore on *That Girl*." In late 1972, the airport contacted Per Mar for a trial "sky cap porter" service. The experiment cost the Metropolitan Airport Authority about \$7,500 and ran for two months.

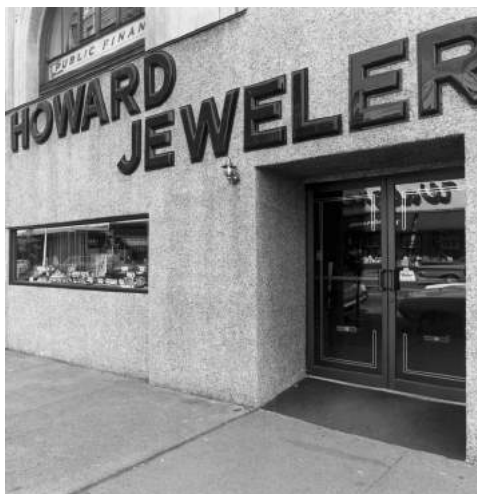
By 1970, five divisions comprised company operations: alarms, investigation, security and undercover work, uniformed security officers, and market research. Per Mar owned a fleet of thirteen marked patrol cars, along with several undercover vehicles. The company had forty-five trained German shepherds. Five of these dogs were based in the Quad Cities, with one taking up residence at the Brady Street Bank. Marion Tatman recalled that the Davenport police would call if they wanted a dog search in a building. He remembered taking a dog through Sears & Roebuck when it was downtown at 4th and Gaines.

One of the premier security officer accounts for Per Mar in 1972 was John Deere Plow & Planter Works in Moline, Illinois. Security officers tended six main gates at the site on a 24-hour schedule. They admitted 50-100 transfer and freight trucks each day, made a record of all visitors, and ensured that injured employees received immediate attention. Night security officers protected the premises on foot and in mobile units and used walkie-talkies to keep in contact with other security officers and their supervisors.



Alarm photos by R.K. Sunderbruch thought to have been taken in 1969. McCullough Register with Pony Packs series loop telephone circuitry service customers and Morse code-like boxes for every customer.

Per Mar was also on the job at St. Luke's Hospital, Davenport, where security officers patrolled the corridors and regularly checked locked doors, paying special attention to the pharmacy. One officer, Sam Ledbetter, reported the work there was "different, because there were people to talk to." Security officers even assisted in the emergency



Howard Jewelers (one of the early UL approved accounts at the corner of Second and Main) became the entrance to U.S. Bank in 2000.





**Dennis Maenhout
installed door alarms
at Roederer Transfer &
Storage Company.**



room during high traffic periods, opening doors, running errands, making telephone calls, and generally supporting staff.

Per Mar had accounts throughout the bi-state area, including the Container Corporation in Rock Island and three buildings in downtown Davenport at Lee Enterprises. Per Mar installed the first alarm system at Assumption High School. Additional alarm accounts included Material Products, Bituminous Insurance, Red Jacket, Hawkeye Honda, and Roederer Transfer and Storage.

Educational and training opportunities were also offered by Per Mar during this time. John Duffy was on the Board of Advisors for the Mayday Company which offered civil investigative and security training. In 1971, Mayday offered a Veterans Administration approved correspondence course on "How to Study." Much of the course material came from Per Mar. John also sponsored a security seminar in 1972. Per Mar hosted the session at the downtown headquarters building. Seventeen management participants from throughout the country received training on such topics as: organization and leadership, personnel management, scheduling, wage and hour laws, and security surveys.

By 1973, Per Mar entered the nuclear security arena. "Per Mar administrators were well aware of all the regulations involved," commented former Per Mar Vice President, Dennis Duffy. Per Mar assigned only experts to these accounts to provide each nuclear site with specialized attention. In keeping with the strict regulations at these locations, Per Mar executives added a National Rifle Association (NRA) certified instructor to the site for weapons training at Cooper Nuclear Station in Brownville, Nebraska. The NRA instructor enhanced Per Mar's ability to serve nuclear customers.

Michael's Expanding Role

Barry Schweiger, an alarm industry pioneer and friend of the company, remembered a 1970 encounter with Mike. "Someone asked me to call Mike Duffy and send him out one of our alarm control panels for a 60-day evaluation. When our credit department called for payment after 60 days, Mike, being Mike, sent the units back unopened, untested. I called him to find out why he sent the unit back."

Mike, it seems, had been too busy. "I told him I would come out and visit next week." Barry's first trip to Per Mar proved to be a comedy of errors. He arrived in Des Moines instead of Davenport; drove to Davenport; quickly met Mike and then immediately drove to the airport in Moline to catch a flight home. "All I can remember is the first time I met Mike he was wearing a red plaid suit. This also was the first time I was in Iowa, and all I could think at that moment was '76 Trombones' and the marching band."





Michael Duffy sold the account to Donn logha at the Cinemas in Milan where ultra-sonic motion detectors were installed for security. The contact resulted in a 30-plus-year friendship.

Above right: This Direct Wire Cabinet featured 48 in a bank, according to Linda Duffy. With a magnifying glass, the numbers of each system and the business or residence can be identified. Assumption High School is #4. Other historic businesses included M. L. Parker Co., Turnstyle Family Center, Howard Jewelry, Struck Residence, W.E. Bettendorf Residence, Tip Topper Tavern, S.J. Smith, Chevron Auto Parts, and Cashway Lumber. This UL Certified System offered a direct line to the customer's property for protection.



John Duffy lectured in the training room in the early 1970s. Participants in the photo: (left to right) Curt Leibold, Dick Brus, John Duffy, Dick Koehler (first general manager of the alarm division), Earl DeGeeter (who trained Michael Duffy), and Tom McGinn. This photo was published in the September 1973 issue of *Business & Industry Magazine*.

In 1969 John J. Duffy appeared on the cover of *Business & Industry Magazine*. Photo by R.K. Sunderbruch.





On a subsequent visit, the two men dined together one evening. “When Mike picked me up he was wearing a BLUE plaid suit! Mike told me that his friend the tailor made these two new suits,” Schweiger remembered. “I still laugh. It brings back great times with him. Mike is the real leader of the band. I love him.”

Mike’s memories of Barry were just as special. “In the early days when we were getting into the alarm business, our industry knowledge and cash were in limited supply. Barry would provide guidance and even extend a line of credit.”

At an Ohio sales conference hosted by Lon Fugate for Multra-Guard, Michael first saw and adopted a poem to share with employees and friends. The poem reflected a personal perspective that he would hold dear for the rest of his life. A copy, framed and set in a mirror, welcomed new employees:

The Man in the Glass

*When you get what you want in your struggle for self
And the world makes you king for a day,
Just go to a mirror and look at yourself,
And see what that man has to say.*

*For it isn’t your parents—your children—or wife,
Whose judgment upon you must pass;
The fellow whose verdict counts most in your life
Is the one staring back from the glass.*

*Some people may think you a straight-shooting chum,
And call you a wonderful guy.
But the man in the glass says you’re only a bum,
If you can’t look him straight in the eye.*

*He’s the fellow to please, never mind all the rest.
For he’s with you clear up to the end,
And you’ve passed your most dangerous, difficult test
If the man in the glass is your friend.*

*You may fool the whole world down the pathway of life,
And get pats on your back as you pass.
But your final reward will be heartaches and tears
If you’ve cheated the man in the glass.*

—Anonymous



John and Eleanor, in the late 1960s, shared a special moment at the Blackhawk Hotel, Davenport.

Top: The *Alert* newsletter premiered in August of 1971. Sylvia Drucker was the first editor of the publication. The *Alert* provided news and information to company employees.



Michael continued to climb the corporate ladder and gained valuable experience with each new rung. He was one of the first graduates from the St. Ambrose criminal justice program, a program his father helped create with Tom McGinn, who was a senior vice-president at Per Mar. "A few local law enforcement people were involved because, at the time,

That's Linda Duffy (front left). These alarm dispatchers in 1970 included Wendy Bul-lard, Jerry Holman, Dave Bradford, Tom Eischeid (center with mustache), and Dale Tolliver and Tom Butler (two Palmer students).

the Law Enforcement Assistance Administration was distributing money for policemen to get more education," said Michael. "So it was an opportunity for St. Ambrose to pick up students." Michael also earned a business minor.

Former St. Ambrose College professor, Jim Hodges, remembered Michael in a couple of his classes. "Along came Michael Duffy. He was a lousy student because he knew his destiny, plus he was bored and very bright. Michael knew the subjects by osmosis. I ended up giving him A's in both classes."

By 1973 Michael was promoted to vice president and assistant general manager. He still remained active in sales and called on Showcase Cinemas in Milan, Illinois, where he sold alarm service to Donn Iogha, district manager for National Amusements out of Boston. Iogha was responsible for Showcase Cinemas.

"One day a young man came to visit to hear of our security needs," recalled Iogha, who retired from National Amusements in 1999. "I still remember this young guy with a very confident look, all dressed up in his camel's hair overcoat with one of his hands in his pocket. In determining our needs he told me that the new equipment required would cost \$250. Fresh from the east coast to the midwest, I informed him I didn't think my payment was necessary because his company would more than pay for the new equipment with our monthly payments forever. He agreed."

Iogha continued, "Per Mar at that time was a growing company. John and Eleanor Duffy had started the company years before and Michael was their numero uno son. It was just understood that Michael would one day carry on the family business. What Per Mar is today, on its 50th anniversary, is the continuance and creation of Michael Duffy."

Ernie Cupp with a Per Mar service vehicle in 1970.



Dennis Duffy (15); with his father, John; and sister, Patricia (13) in 1970 at a CII Convention.



John Duffy was the cover story in *Business & Industry Magazine* in September 1972. The four-color magazine sold for \$1.00.

John Duffy was awarded “Boss of the Year” on June 8, 1972. His secretary, who nominated him, was Mrs. Flora Lacey (Per Mar employee, Ernie Cupp’s mother). Mrs. Aaron Lake, master of ceremonies, presented John with the trophy. Far left is Keith Andres (director of public relations at Bear Manufacturing Company) and far right is Richard Iverson (director of Bear Diagnostic Center, Rock Island), the program presenters.

John “Meets the Press”

In September 1972, John Duffy was featured on the cover of *Business & Industry: The Management-Purchasing Magazine*. Robert Wagner, who wrote the inside article, was complimentary: “One of the finest security firms in the nation can help you virtually eliminate this worry [burglary, embezzlement, kickbacks, robbery and shoplifting].”

Wagner also complimented the firm’s leader. “(John) Duffy is a dynamic individual . . . who has a fantastic memory about incidents, dates and telephone numbers,” wrote Wagner. “On his wall next to his desk are no less than 25 certificates of award and memberships in such organizations as the American Society for Industrial Security, the Council of International Investigators, and the American Polygraph Association. After you meet him, you soon forget the plaques on the wall, because you already know he is one of the best in the business.”

John told the journalist that he could not imagine a day when electronic equipment (even though it had been a tremendous help to the business) would replace the human element in security. “I thought several years back that the day would come when we could substitute electronic equipment for men . . ., but I don’t see that day in the future. You still have to have the human element to man the equipment, monitor the reports and maintain the equipment.”

John was also recognized in the local newspaper that year. The Three Bridges Chapter of the American Business Women’s Association chose John as its honoree for “Boss of the Year.” He was nominated by his secretary, Mrs. Flora Lacey. Three years later, in a survey offered by the local newspaper, John scored sixth as one of the Quad Cities’ Most Admired Men.

1972 was brought to a close with legislation that had a profound impact on Per Mar’s future. The Fair Credit Reporting Act eliminated many investigative practices. Now, personal “background” investigations required the consent of the person being investigated. The subject of a probe also had the right to review, dispute or demand clarifications of unfavorable information. “The business my father started twenty-six years ago wouldn’t be legal now,” Michael told a reporter.





Attorney Ned Wehr in the early 1970s was a professional advisor to the first generation Duffys and continued with the second generation. He became a long-time friend of the family and continued practicing law in 2003.



Good Morning, John!

You are very gracious. . . and kind. . . to remember me with such a lovely card. . . on my Birthday.

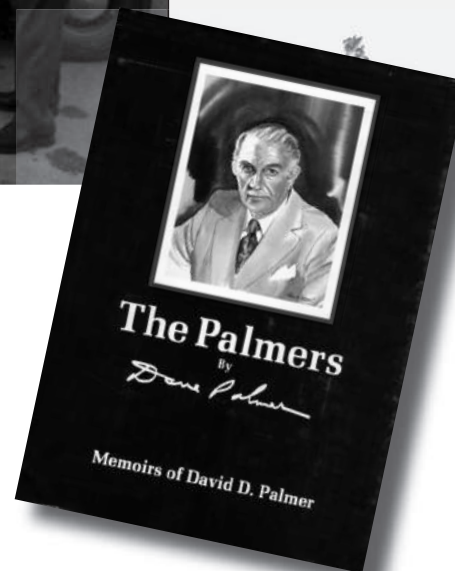
All I can say is that while one doesn't want to be reminded of the passing years, still it is heartwarming to have friends remember the day.

Thank you so very much once again for your remembrance.

Sincerely,
Dave

Along with John Duffy, Michael Duffy (left) shook hands with Luis Arguerllo in front of a Per Mar patrol car. Luis was from the Buenos Aires, Argentina office, and visited in the U.S. on business in early October, 1971.

Dave Palmer (a friend of John Duffy's) and Palmer College of Chiropractic were longtime customers of Per Mar's. John Duffy remembered Dave's birthday and received a copy of *The Palmers*, *The Memoirs of David D. Palmer*.



DICK EVANS: MR. CPA OF THE 1970s

Michael Duffy credits Dick Evans with being one of the most influential business people in his life—along with his parents, of course. “Dick taught me the value of cash flow,” said Michael.

Dick met John and Eleanor Duffy in the early 1970s. He was the lead partner with McGladrey Hansen and Dunn and provided estate planning and tax preparation for the family. The relationship grew to include auditing, tax, and general consulting. Dick characterized Eleanor as nice to be around. “She was a warm, engaging person. You always felt very comfortable talking with her. She was dominant; you listened to what she had to say. She was very strong with lots of smarts.”

Dick praised Per Mar. “It’s definitely a leader in the security field. It’s all about the people. Mike’s a great delegator, but he still monitors the business. He always knows what’s going on. He’s brought in some good people. What you see is what you get with Mike. I would trust him implicitly. He’s got one of the quickest minds in town. He doesn’t focus on the bottom-line. It’s all about providing service to customers and having quality people around him.”

Dick remembered going with Michael on several meetings during the acquisition of Quint City Safe, Lock, and Alarm in 1986. At that time, Per Mar was just on the periphery of entering the alarm business. Dick recalled that this particular acquisition helped Per Mar move from the security officer and detective business to alarms. The focus of the company changed. “Mike structured the deal with no interest,” said Dick. “He’s the kind of guy who is able to negotiate that kind of arrangement. I always got introduced as his chief bookkeeper.”

“I recall Mike asking for my advice when he got an offer to sell Per Mar in the late 90s,” said Dick. “He got an offer from Eastern Iowa Utility Company (now MidAmerican Energy). It was a substantial amount for the business, an unrealistic offer, and he turned it down. Money wasn’t the end all for him. He enjoyed the business too much.”

Dick recognized Mike’s community involvement. “He just knows lots of people,” said Dick. “He learned that from John and his gift of gab. But, he’s got Eleanor’s sincerity and warmth. Eleanor felt an obligation. She wanted to see good things happen. She had a lot of face-time. Mike’s more in the background, behind the scenes.”

According to Dick, Per Mar has continued to serve the community. “There’s still a lot of John and Eleanor to the business. I see it as one of the bulwarks of the business community—with the likes of Von Maur and Mel Foster.”

BARB GOETTIG: THIRTY YEARS AND STILL SMILING



Long-time employee, Barb Goettig, celebrated thirty years of service in 2003. Bill Jackson, President and COO, congratulates her on this achievement.

“I love my job,” said Barb Goettig, a thirty-year veteran of Per Mar. “There’s always a challenge. The people are wonderful.”

Barb, an accounting manager at Per Mar’s corporate offices in Davenport, joined the company as an accounts receivable clerk in 1973. “It was the only job interview I ever went on.” Today, she’s responsible for the company’s payroll, bill processing, banking, licensing, and payroll taxes.

Barb holds fond memories of John and Eleanor Duffy. “Mr. Duffy reminded me of my dad. He could intimidate just by looking at you. You just didn’t want to lie to him. He was excitable and had a temper, but he also had a heart of gold.” Barb remembered getting along with Eleanor from her first day. “She didn’t let anything stop her. She didn’t know the meaning of the word ‘no.’ Even well into her retirement, Eleanor kept tabs on the business by stopping by on Friday afternoons and signing checks.”

Barb remembered great fun over the years. “When we were down on Second Street, I still remember Willie Ekstein coming across the street to make copies. He’d sit at Mike’s desk and say that we were all fired. Mike and Willie learned a lot from each other.” Barb remembered challenges, during 1997 in particular. “We went from a May 1 fiscal year to December 31; implemented a Genesis system; did a year end close; and moved to a new location. It was a tough year, but we got through it.”

“Life has been good to me,” Barb said. “I have always been treated well at Per Mar. The more you give, the more you get. Mike and Linda have shared their family with me.”

Barb, also, commented on the company’s future. “The leadership we have now is so different, a good difference. We’ve got great people, and you know where you stand. I hope there is always a Duffy at Per Mar.”



Mother Teresa, with Eleanor Duffy sitting at her feet, in the early 1970s at the National Council of Catholic Women's Meeting in Philadelphia at a Eucharistic Conference.

Opposite page: In 1974 Eleanor won the DIANA Award, the fifth annual award of Distinguished International Academy of Noble Achievement (DIANA) given by the Davenport City Council of Epsilon Sigma Alpha Sorority.

The annual DIANA dance was held at the Moline American Legion. Proceeds were designated for a specific charity at the recipient's request. Nominees cannot be members of the sorority and a panel of community leaders chose Eleanor from a pool of five candidates. The winner's name and credentials were entered in a national competition.

This honor was publicized as awarded to the woman who "gives of herself unselfishly for the benefit of others." Eleanor was recognized for her many works of charity and community service, with emphasis on her work with the Quad-Cities Diabetes Association, the Diocesan Council of Catholic Women, the Chamber of Commerce, and Salvation Army.



Mrs. Duffy

Diana Award Winner

Mrs. Eleanor Duffy, 1824 Jersey Ridge Road, Davenport, is the winner of the fifth annual Distinguished International Academy of Noble Achievement (Diana) Award given by the Davenport City Council of Epsilon Sigma Alpha Sorority.

The announcement was made by Mrs. Leo Byrne, awards chairman, Saturday night at the sorority's annual Diana Dance, held at the Moline American Legion.

Proceeds from the dance are given to a charity chosen by the Diana Award winner.

THE DIANA Award is given to a woman who "gives of herself unselfishly for the benefit of others," Mrs. Byrne said. Local winners go on to international competition.

Five finalists were selected by the sorority from nominees submitted by area organizations. The Diana Award winner cannot be a member of the sorority.

The winner was selected from the five nominees by a panel of community leaders.

Mrs. Duffy is employed as director of market research and corporation secretary of the Per Mar Security Systems, Davenport. Her husband, John J. Duffy, is president and general manager.

Her volunteer work has been primarily in connection with local activities of the National Diabetes Assn.

A DIABETIC herself for 18 years, Mrs. Duffy was one of the founders of the of the Quad-Cities Diabetes Assn. She is currently editor of the local monthly newsletter.

For five years she worked on setting up a free diabetes testing program in Davenport. Beginning in 1972, the program has since tested over 5,000 persons. Mrs. Duffy sends a notification letter to the physician of every person who registers a "positive" on the test and personally contacts the person to answer any questions they might have.

Besides the diabetes work, Mrs. Duffy also is vice-president of the Diocesan Council of Catholic Women, a member of the board of directors of the Chamber of Commerce's Women's Division and a member of the advisory board of the Salvation Army.

CHAPTER 4 1974-1983

"The philosophy of getting into everything came from my father and mother, but it's also what keeps things interesting."

—Michael Duffy

W

The Next Generation Arrives

When he was a child, Michael created his own business card with a Saginaw Police badge, his photo, and his father's photo. In 1974 Michael's real business card read executive vice president. In 1978 Michael became president of Per Mar Security and Research Corp.

Like his parents, Michael had a vision for the company. Michael's goal as president was to make Per Mar the best security company in the business. He began an "acquisition drive," according to a reporter writing in *Iowa Commerce*. The drive started in 1975 with Alarms by PDA in Des Moines, followed by Mountain Security Services in Denver, Colorado and J.F. Bell Security in Phoenix, Arizona. Night Watch Guard and Patrol merged with the existing Per Mar office in Rockford, Illinois. This extended Per Mar's reach into Wisconsin.

Originally, Michael used mass mailings to solicit the interest of security company owners. Over time the owners themselves began to write or contact Per Mar. "In this business, you could take pins and throw them at a map to pick new office locations," Michael said. "We got into Denver because it was a stopover on the way to Phoenix." Houston came next because Per Mar executives felt the southwestern and western United States were the growth markets.

During this rapid growth period, Per Mar decided to sell two offices located in St. Louis and Kansas City to Wells Fargo Guard Services, a division of Baker Industries. The transaction closed in August of 1976. Michael has maintained lifetime friendships with three gentlemen associated with Baker Industries: James Hensler, Assistant to the Chairman; Ed Fleury, Executive Vice President; and Harry McFarlane, General Counsel.

Extensive borrowing was necessary when the acquisitions began. Later the capital for the company's growth came from internal funds. "We hope our shadows will never darken a banker's door again, although we know that won't always be the case," Michael said. The advantage of internal funds was clear. "I just made an acquisition over the phone the other day. Public companies can't do that." Michael, along with other Per Mar administrators, decided in 1984 to keep the corporation private.

In 1977, *Business & Industry Magazine* published a two-page feature on Per Mar Security and Research Corp. It reported strong business growth. Undercover investigations and pre-employment background checks were only a portion of the firm's service offerings. The security officer and alarm divisions were strong and vital to the company's full-service mission.

The security officer division provided uniformed men and women on foot or in cars (sometimes with dogs at their sides) to patrol businesses and property. Security meant more than chasing away would-be burglars or answering fire alarms. The *Alert* newsletter reported: "In one instance, patrolling Per Mar security officers saved a company almost \$100,000 in energy costs by routinely shutting off unused lights and air-conditioning units." John Duffy explained the importance of technical devices and Per Mar employee support. "What kind of feeling does a plant manager have when he opens the door Monday morning to find his sprinkler system has been running since a fire triggered it Saturday night? Without some kind



The Duffy family in 1973 shows Dennis, Patricia, Linda Brus Duffy, and Michael Duffy with John and Eleanor in the background.



of alarm system, properly monitored, he's got trouble."

In June 1978, Dennis Duffy reported to the Des Moines Branch as a security consultant. By the spring of 1979, Dennis was promoted to area manager for the Des Moines office and supervisor of the Omaha office. Getting married brought on new responsibilities. "We were engaged in April of my senior year, and we

This picture of the armed patrol car, a Jeep, was taken in 1974.

married November 18, 1978," Dennis said. "I realized at that point I'd better have a job. So I don't know if I called up my brother or my dad, but I said, 'What's the farthest office that you have away from Davenport?'" He was told it was Denver.

"I said, 'Well, I'd like to go to work for you, and I want to go to Denver.' Then I got a phone call somewhere along the line that summer: 'We really could use you more in Des Moines. Why don't you move to Des Moines? We have a bigger office. There are alarms, and you could be of better service to the company.' So I got transferred before I even started."

Their first daughter, Sarah, was born in Des Moines. The pregnancy and his wife's



Mary Ekren at the Central Station's at 425 West Second Street in Davenport. There are three cabinets on the left; some are McCullough. Mary is reading signals on a coded tape. Below, the Per Mar notice that warned burglars and others to beware. "The eyes and ears of Per Mar" were watching over this property.





The Rock Island Argus ran this photo of expert polygraph investigator, John Duffy, on Sunday, November 27, 1977. The feature, "Owner of security firm started business on front porch of home," ran when Michael was executive vice president. John had recently testified in Washington, D.C. before a Congressional Committee on the security industry. The table model is one of the first purchased by the company and is dated in the mid-to-late 1950s.

health encouraged them to move back to the Quad Cities. The baby was a week old when they relocated to the eastern portion of the state. True to the Duffy character, Dennis made his career decisions centered on his immediate family.

Dennis became interested in the nuclear security end of the business. "When I was in Des Moines, we had one nuclear site and we serviced it out of the Omaha branch," he said. "The account we had with Nebraska Public Power District (NPPD) had grown to a point where it was a significant piece of the company's overall revenue. So I decided to grow that division of the company." Dennis

began making sales calls, traveling to Houston, North Carolina, and Chicago. "We were trying to bid on contract security at companies such as Duke Power."

"It was a big deal to be invited to bid," Dennis explained. "These were big companies—multi-million dollar companies, and you would have to go in and explain your expertise and they'd send you an RFP, a request for a proposal. So we celebrated the fact that we were in with 'the big boys' and yet still able to keep that personal touch so a customer could pick up the phone and call us directly." Dennis described the experience as interesting and valuable. "It serves me well today."





25 Years and Going Strong

Monsignor Thomas J. Feeney gave the invocation at a costume party celebrating the 25th anniversary of Per Mar on October 31, 1978. The Elks Chanters, directed by Max Collins, provided entertainment, and Eleanor led a sing-along before the night was over. Max was the director of the Elks Chanters for several years and also the vice president of personnel for HON Industries in Muscatine, Iowa. He was also a long-time family friend and business associate. Michael fondly recalls Max as a friend, client, and vendor (Max provided management training for Per Mar).

John Duffy proudly reported to employees that Per Mar had never seen a money-losing year. The firm increased its sales volume throughout its 25-year history. "As a result, Per Mar has attracted a number of companies whose executives were eager to merge with the Davenport firm--at least a dozen in the past five years," he told the press.

Many possible acquisitions were rejected. Sales offers, too, were politely declined. The family pledged to keep corporate headquarters in the Midwest. "We feel that our people can do a much better job when we run the company [locally], rather than answer to someone in New York," John said.

The security officer service accounted for the bulk of the firm's sales volume, but its investigation service boasted the highest profit margin. By the 25-year mark, the market research service had become more profitable. Eleanor helped make the Quad Cities a popular test market. Initially, the alarm service was not a big money maker because of a high capital investment. When investment costs were recovered, the alarm service reported higher profits.



In December, 1977, Dennis, Patricia, Eleanor, and John dined at the Las Vegas Hilton Hotel on their way to the Phoenix office after the acquisition on December 1.



At the 25th anniversary celebration, these security officers came in uniform to the banquet in November, 1978. Next to them is Dr. Erling Larson Jr., who was John and Eleanor's physician.

PAT FRIEMEL "PULLING SOME ALLNIGHTERS FOR PER MAR"

Michael Duffy considered Pat Friemel, now CEO of Tech Systems Inc. in Bettendorf, a real lifesaver. In the late 70s Michael hired Friemel (with F&W Systems Co.) to resolve software issues on a B800 system purchased from the Burroughs Corporation. "We were having trouble balancing our payroll, receivables, and general ledger," recalled Michael. "Pat came in and spent many hours trying to understand our business and job costing. He stayed until 2 a.m. with Linda and me and wrote programs for the Burroughs Ledger Card machine that gave us more and better information than we would have had on some of the larger computer systems. Pat wrote the programs to fit our needs and demands. He was just always so excited about our projects."

Pat Friemel remembered another series of long nights back in 1984. "Per Mar had just got some new equipment, and they got an error message while doing some posting one day. I went down to check it out. I spent from Friday afternoon to Sunday morning trying to figure out the message. I finally fixed the problem and remember reeling off some blank computer paper and writing, 'FOUND, FIXED, WILL NEVER HAPPEN AGAIN!' I stuck the paper on the wall and went home to bed."

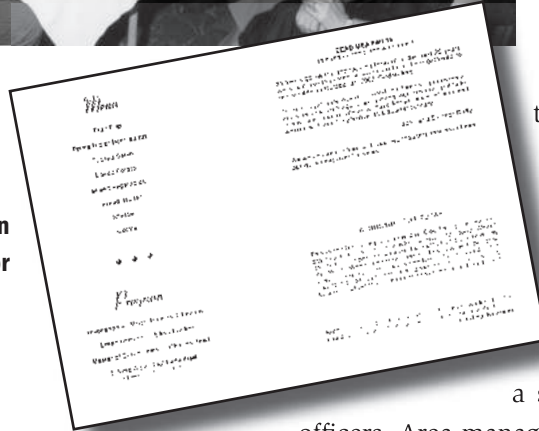
"For about twenty years, we were aligned at the hip," said Pat. "I don't think we did anything spectacular for Per Mar; we just did our job." He felt that the folks at Per Mar were the real champions. "Mike has done a good job at identifying quality people. He then allows them to select more good people."

From Pat's perspective, Per Mar is a highly thought of company that performs its mission well. "Per Mar is a staple of the community."





Dick Evans (CPA and professional advisor) is on the far left. On the far right is Silia Smiley. She was an employee of Per Mar for many years.



The program for the 25th anniversary celebration lists the menu and festivities for the evening.

In January of 1977 the Des Moines Central Alarm Station was approved by Underwriters Laboratories (UL) for protective signaling. The company provided security for more than 650 homes and businesses in the Des Moines area. At the time, there were 131 UL-approved Central Alarm Stations in the United States. Per Mar had two of them, one in Davenport and the other in Des Moines. Each alarm service station included automatic fire, burglar, sprinkler, and other supervisory alarm devices.

When His Holiness Pope John Paul II came to Des Moines on October 4, 1979, Per Mar was there. The papal visit brought out 340,000 residents and visitors. The crowd included a significant number of Per Mar security officers. Area manager Dennis Duffy reported that the office was swamped with requests for temporary security officer service. More than 800 extra man-hours were required in a 48-hour period. Security officers from Davenport and Clear Lake helped fill the needs in Des Moines.



John and Eleanor pose in front of the direct-wire cabinets for the company's 25th anniversary celebration. This Quad City Times photo by Harry E. Boll was taken October 26, 1978.

Dennis manned the Central Station when demand for security officers grew so heavy that even dispatchers Julie White and Dave Hartmann went “out on the streets.” Larry Johnson, an installation supervisor, guarded television equipment at the Des Moines Municipal Airport. This equipment broadcast the event to millions around the world. Security officer, Curt Albers, guarded additional television equipment at Living History Farms.

This era at Per Mar also brought a sad farewell. Billy Johnson, who served in many capacities, unexpectedly died April 1, 1979. He left behind many Per Mar colleagues and friends. The *Alert* newsletter commemorated his career: “Billy has been a major contributor to the growth of Per Mar in recent years. He will best be remembered for his unswerving loyalty and broad shoulders.”

This era at Per Mar also brought a sad farewell. Billy Johnson, who served

Blake Finch credited Billy with making a huge difference in his career. Billy introduced Blake to Michael Duffy at the Quad-City Downs where Billy supervised the security officer account. For many years the three men enjoyed Sunday dinners and afternoon sports events together.



BLAKE FINCH—A NON-DUFFY “FAMILY MEMBER”

Blake Finch was among the non-Duffy Per Mar employees who became family in everything but name.

A native of Granite City, Illinois, Blake attended Southern Illinois University, joined the Air Force during the Vietnam War, and later worked in supply and management jobs with McDonnell-Douglas Aircraft. As he searched for a career with more potential, Blake accepted a job with Granite City Steel in St. Louis as a sales trainee and was transferred to Moline.

To make connections and earn extra money, Blake took a part-time job at the Quad-City Downs horse track. Track administrators were so impressed with his skills that they hired Blake as director of admissions and parking, a manager's job for which he had no experience. He ended up working days for Granite Steel and nights for the Downs.

When the Downs contracted Per Mar for security services, the Duffys (John, Eleanor, and Michael) and Blake formed a lasting friendship. Blake married his wife, Debbie, the same year that Michael married Linda. The couples had their first children on the same day (Blake and Debbie had twins).

The friendship extended into the business arena, as well. Downs' managers suspected that thieves might be stealing in the clubhouse exchange program. "If you wanted to go downstairs, it cost \$2. If you wanted to go upstairs, it cost \$3," Blake explained. "If a guy went downstairs and decided he wanted to go upstairs, then you went to the clubhouse exchange and gave the guy a dollar, went upstairs and got your hand stamped. We were thinking that people were stealing because one person would turn in \$50 and another person would turn in \$180." John Duffy offered to investigate pro bono.

John personally took charge of the case. According to Blake, "He asked some very serious questions. Then he sent out investigators to watch the clubhouse exchange and do a count every time someone turned in a dollar. It turned out that people were honest. It was a coincidence that some nights, when the weather was colder, people wanted to go upstairs and other nights they wanted to stay downstairs."

Some years later, the Quad-City Downs was sold, and Blake became a Per Mar employee. He started as a part-time mobile driver. Once, while conducting a routine security check at Roth Pump in Milan, Illinois, Blake walked down a hallway and, to his surprise, discovered a man on a ladder working above the ceiling tiles.

"Do you work here?" Blake asked. "Yes, I do," the man said. "I'm working on some pipes up here." Blake thought about that. "That's odd, because when I came in here, I had to unlock the gate. All the doors were locked and there were no cars



Blake Finch, considered an expert resource on home security, celebrated twenty-five years of service with Per Mar in 2003.

in the parking lot. How could you be working here?" Blake asked. That's when the "worker" looked at Blake, turned his head, and admitted, "I don't work here." At that point, Blake realized that he had a burglar in the building.

Blake pulled out his gun, ordered the man to come down from the ladder and told him to put his hands on his head. They proceeded through a series of fire doors (hands down to open the door, then hands back up) until they came to the front door where Blake radioed Per Mar's central office and requested Milan Police assistance. When they arrived, Blake discovered he couldn't let them in because his key fit only the side door. To make matters worse, he and the burglar were locked in the vestibule area.

Not one to give up, Blake slid his key under the door to the police who came in the side entrance and took charge of the burglar. The culprit later testified in court that he was doing research on piping for a business he planned to buy in Arkansas. The jury didn't buy it, and the convicted man served five years in prison.

Michael maintains that Blake "wet his pants" when he caught the burglar. To this day, Blake still denies it!

After a two-year hiatus while Blake traveled with a day job, he returned to his part-time employment at Per Mar as a night supervisor of the Central Station.

The company changed significantly during his tenure. "We were small enough at that time that we wore lots of hats. If there was an investigation to do, we'd do that. If there was a security officer problem, we could talk to the security officer people."

In early 1979, Per Mar hired Blake as full-time administrative assistant to the president in charge of the accounting department. His responsibilities included all office services and the supervision of office personnel in the executive offices and accounting department. By November 1980, his duties included branch office operations and special projects assigned by the president.

Blake has filled many roles during his twenty-five-year career with Per Mar. In his current role as vice president of the electronics security division, he is considered an expert resource on home security. He designed alarms for Modern Woodmen of America's corporate headquarters, Scott Community College, United Township High School, and Montgomery Elevator (now Kone).

According to Blake, the future looks bright for Per Mar. "We wouldn't be where we are today if it weren't for Mike's vision and what he wanted to accomplish. People need to understand that," said Blake. "As long as he's there, we're probably going to double in the next ten years. And that's his dream to do just that."



Max Collins, long-time family friend and business associate, directed the Elks Chanters during the company's 25th anniversary celebration. Max was the director of personnel for HON Industries in Muscatine, Iowa.



Billy Johnson, shown here with one of the guard dogs, was a special friend of the Duffy family and of the Per Mar family. He supervised the account at Quad City Downs for a number of years and socialized with Michael Duffy and Blake Finch. Billy was the contact who helped Blake find part-time work with Per Mar that started a 25-plus year career. Billy died in 1979.



Eleanor's press photo in the 1980s when she lived at 1824 Jersey Ridge Road in Davenport.

John's photo was taken about this same time. As a veteran who had served his country and earned a Purple Heart, the flag in the background had special meaning.



Chuck Grassley has been a longtime friend of the Duffys. He served as keynote speaker at many events coordinated by John or Eleanor over the years. This photo was taken at a NCISS event in the late 1970s.



In June, 1981, *Business & Industry Magazine* featured Per Mar once again. Dennis had recently returned to the Quad Cities from Des Moines. The Duffy men, from left to right: John, Michael, and Dennis.



In the News

In March 1980, Per Mar Captain Dave Sheesley was featured on national TV. The television program, *Real People*, turned a Quad-City situation into a national joke. Captain Sheesley denied the camera crew entrance to the Deere & Company Administrative Center when they attempted to talk to executives about a fired employee. The female employee made news when she sat on a photocopier and was literally caught by her supervisors with her pants down.

While many people in the Quad Cities expressed dismay at the story, others thought the national visibility was valuable. Captain Sheesley guarded both the property and the dignity of Deere & Company.

Per Mar received other press coverage. Later that year Rockford manager, George Hewick, and Michael Duffy were sources for a story about the mundane life of a private investigator. In the article Michael reported that Per Mar was "in the top twenty in sales" and estimated there were 6,000 similar businesses in the United States. In Rockford, sixteen contractors bid for security work. Michael estimated polygraph services were below five percent of the company's business.

In 1981, Per Mar was featured in yet another issue of *Business & Industry Magazine*. The hook for the story was the installation of a Morse Polling computer that allowed Per Mar to utilize long-distance

telephone lines to connect customers in Iowa and western Illinois to the Davenport Central Alarm Station. At the time, Per Mar was the only company in the Midwest with this capability. The computer had already linked the monitoring station to clients in Burlington, Cedar Rapids, Clinton, Iowa City, and Muscatine.

In cities where Per Mar operated, reporters always featured company employees and the work they did. One story involved the Des Moines branch where Barb

Johnson worked the graveyard shift monitoring alarm systems in a bullet-resistant room. Tom Lundy, a sales manager, was quoted. "In the next ten years, alarm



YOUNG PRESIDENTS' ORGANIZATION



The Young Presidents' Organization (YPO) is made up of 8000 members who serve as the presidents of their respective businesses. YPO's peer network connects members in order to exchange ideas, pursue learning, and share strategies to achieve personal and professional growth. According to Michael Duffy, "Linda and I have made some of the best long-term friendships through YPO. My first meeting as a member was November of 1982. Since then, I've had wonderful experiences when it comes to meetings, travel, and friendships."

YPO contributed to Michael Duffy's success. "I would say joining YPO was the single best investment that I have ever made because it helped broaden my outlook regarding not only business, but life."

One of the most rewarding and beneficial aspects of YPO membership was participation in a Forum. The Forum experience provided an opportunity for members (generally a group of eight to ten people) to gather regularly in a confidential setting with the express purpose of becoming a better person. Forum members share their personal and business lives in an atmosphere of trust and confidentiality in order to understand each other's personal and management styles. Members make a commitment to be a well-informed resource so that each member of the Forum could both assist and learn from the other's strengths, strategies, and experiences.



Top left: The Young President's Organization played an important role in Michael Duffy's life. In 1983, the theme was country and western in November at the YPO Area Conference at the Camelback Inn in Scottsdale, AZ.

Top right: In 1986, Michael and Linda donned formal attire for the event in December at American Republic in Des Moines.

Left: In October the following year, Michael and Linda attended the YPO Conference in Lake George, New York, at the Sagamore Hotel. They were on the Hospitality Committee.

Below: In Hong Kong on March 21, 1999, Michael thought it would be fun to inspect the Hong Kong Y while he was active as a Scott County Y board member.





Two years later, the Top Gun Forum Retreat was held in Las Vegas, Nevada: Steve Chapman (center front) and Michael Whalen (glasses, leaning on one knee); standing (left to right) are Bill Benskin, Jim Slife, Ken Lockhard, Tom Wenstrand, Jim Swift, Michael Duffy, David Hoak, Bob Pulver and Bill Persinger.

Top left: Forums are by-products of the YPO and meetings bring smaller groups of executives together for sharing of information. In October 1997, these men met for a Forum Retreat in Banff Springs, Canada, for fly fishing: First row (left to right), Jim Slife, Tom Wenstrand, Steve Chapman, Bob Pulver. Second row, Ken Lockhard, Dave Hoak, Bill Persinger, Michael Duffy and Jim Swift.

Top right: Michael fly fishing in Banff Springs, Canada.

systems are going to be as common as color television sets and air conditioning.”

Adding Fire Protection to the List of Services

In 1981 Per Mar made news when it added fire protection to its list of services. “We found that because every business had to have one, fire extinguishers could get us in the door and lead to sales for our other services,” Michael said. Portable fire extinguishers and automatic extinguishing systems became available to clients. The same phone lines that transmitted information from security alarms were used to signal fires.

Per Mar acquired the Karon Company of Rock Island, Illinois, in September of 1981. The company, in business for twenty-six years, was a provider of fire extinguishers, Halon Systems, restaurant hood and duct systems, and other fire suppressions systems. “Karon seemed to be a good fit for us and really put us in the business.” Michael explained, “We were already checking fire extinguishers and installing fire alarm systems.” Jeff Melchert, the first general manager of Per Mar Fire Protection Sales and Service, supervised a staff of five employees.

“The philosophy of getting into everything came from my father and mother, but it’s also what keeps things interesting,” Michael remarked. “We counted it up one day and found that we offer more than 130 different services.”

One of the services offered by Per Mar was document destruction. “John Duffy, as usual, saw opportunities and markets long before others,” recalled Tom Lundy. “Information Safeguards was my entry into employment with Per Mar in late 1978. John had been intrigued with the possibility of marketing document destruction services, a business that was already being offered in the UK in the 1970s. He formed Information Safeguards and named me vice president. Although there were privacy acts in place in 1978, the business community had yet to feel the need to actually destroy documents and paperwork versus discarding them in the trash.”

The Growth Continues

During the 1980s Per Mar expanded its expertise and added new locations. There were branch offices in Arizona, Colorado, Illinois, Michigan, Minnesota, Nebraska, and Texas. Because of the many contacts through industry affiliations, Per Mar’s reputation of being a full-service provider extends worldwide.

Michael felt that the security officer division in each branch was vital to the success of the corporation. “A key to our growth has been that we allow our managers to operate autonomously. They handle responsibilities in their own areas.”

John Duffy’s hometown of Detroit, Michigan, was included in the list of new locations. In Detroit, Flint, and Pontiac, Per Mar security officers guarded federal property. Fifty-five armed officers were hired in Detroit during the summer of 1980 to provide security at eleven General Services Administration federal buildings, including the IRS Data Center and the Federal Courthouse.

GOVERNMENT PAPERWORK

Because of his frustration with government paperwork, John Duffy was featured on the WQAD-TV news in 1979. The media loved John who eagerly discussed his interesting work and never froze on camera.

“They are constantly coming up with new forms,” John complained during the broadcast. “There is no coordination between the various divisions of government. This particular file,” he said, pointing to a very thick one on his desk, “is for one sale to a federal government agency. Now, that’s for *one* sale!”

John complained that government agencies did not standardize their forms. They wanted the same information, but never in the same way. He estimated standardized forms would cut his costs up to twenty percent. At that time, the latest form involved the government’s thermostat rule. To comply Per Mar had to submit a form affirming that it had raised the temperature on its thermostats. “Can you imagine what’s going to happen in Washington, D.C., when every office in this country that has a thermostat sends in an envelope with the building compliance information form?” John asked. “God only knows what they’re going to do with them. It would take fifty years just to sort them out to get them into the right congressional district.”

After twenty-six years of ever-increasing paperwork, John joked, “If I knew then what I know now, I’d have gone into the paper business.”



Per Mar even dabbled in the movies when Valley Distributing executives contracted with the company to protect British actor David Prowse, who portrayed Darth Vader in the Star Wars movies. For three days, security officers maintained crowd control for the popular character’s appearances while on location in Denver.

On May 7, 1981, Per Mar executives purchased a new van in order to enter the armored car security service. “I remember my dad telling me that we had to do this. It was money on wheels,” related Michael. “I soon realized, however, that companies paid more for garbage pick-ups than for armored cars. After about five months, we sold the business to Iowa/Illinois Armored, which still operates in the Quad Cities today.”

The same month, the security officer and patrol services of AAA Security in Des Moines became part of Per Mar, bringing two managers, seventy guards and 1,600 additional hours of coverage into the fold.

In early 1982, a new office in Tucson operated under the Per Mar umbrella. Magnum Security, with twenty-five employees, joined the corporate family.

Also in 1982, the company secured a new account in Chicago—Alcan Ingot and Powders. This aluminum-recycling firm was responsible for an intricate part in the mixture used to fuel the space shuttle. Per Mar implemented a new employee identification system, upgraded the logistics system, and secured breaks around the perimeter. Bruce Apgar headed a five-person team that maintained professional security systems on the premises that included Beeline Fashions, Home Galleries, and Act II Jewelry. The Beeline account was added before the end of 1982.

In the 1980s, Per Mar executives analyzed the residential security alarm market. They found that less than five percent of homes nationally had security alarm

Per Mar security officers worked at the Phoenix Public Library in 1980. This branch of the organization was sold when the corporation decided to focus its efforts on business in the Midwest.



systems. However, the idea of retailing security systems was rejected because, according to Michael, “we’re not in the equipment business; we’re in the service business. We try to remain small in philosophy.”

The economic downturn in the 1980s made executives at many companies pay more attention to internal theft issues. Undercover investigators went to work beside employees and later submitted confidential reports to their employers. This controlled many serious problems. Per Mar representatives also offered executive protection programs when terrorism and kidnapping became a concern.

In an article in *Business & Industry*, Michael referred to Per Mar’s growth. “It’s somewhat of a contradiction for a company that has as many steps [in acquisitions] recently as Per Mar to still claim to be a conservative company. But it really is true. We take a long look at any new step. Then, if we can absorb that growth into our system without harm to established customers, we take the step.”



Michael Duffy in his office at 425 West Second Street, c. 1982.

Saying Goodbye to Mr. Duffy

During these years while John Duffy still remained active, Michael provided the primary leadership. “He’d be in the office nearly every day,” recalled Michael. “But, he also devoted more time and energy back into the community. My dad always had a strong compassion toward people. I remember spending three or four Christmases in a row at Pine Knoll, a county home for the persistently mentally ill.”

John was elected to a six-year term as a County Public Hospital Trustee. So, he did what any loyal trustee would do, he took his family to Pine Knoll for the holiday. “I’ll always remember the Christmas dinners we had there,” Michael said. “We ended the night playing bingo.”

Dennis recalled, “My father had been semi-retired for awhile now. He’d come down and read the papers every day. He always read lots of papers, and he’d clip out all these things and send them to me. I didn’t have time to do my work, let alone read all these clippings.”

Dennis recalled many times when John came into his office and sat down. “The phone would ring, and I’d be really busy in the middle of a lot of things, and he’d look like he had nothing to do. He’d say, ‘You want to go to lunch?’ Numerous times I’d say, ‘I don’t have time,’ and ‘I wasn’t going to eat today,’ and ‘Let’s skip it, can we?’ He was always fine with that. I look back on it now and wish I’d taken advantage of those opportunities to spend a little more time with my dad.”

On May 8, 1982 (Mother’s Day), Eleanor suffered her first heart attack. The next month, John and Eleanor moved into an apartment at the Carriage Club Apartments on Locust Street in Davenport. In December, in hopes that warmer weather would be good for Eleanor’s health, the Duffys went to Arizona for the winter. Unfortunately, Eleanor’s health problems persisted, and she had a second heart attack. Doctors told the family that Eleanor wasn’t going to make it.



“My dad, Dennis, and Patricia went down to Arizona in the middle of February to surprise my grandparents for their 35th wedding anniversary,” Brendon Duffy remembered. “Little did they know that three weeks later, Grandpa would die.” John passed away unexpectedly March 11, 1983.

Patricia recalled learning of her father’s death. “It was a Friday night, and I was getting ready to go out. There was a knock on the door, and it was raining. I was the last one to talk to my dad the night before, and my mom was ill. It was probably 7:30 or so, and I was in my bathrobe. I opened the screen door, saw Mike and Dennis, and I said, ‘Oh . . . Mom,’ thinking to myself, ‘funny they would come over, but how nice of them.’ They said, ‘No, sit down.’ And they told me.”

Patricia’s evening plans immediately changed. “I got dressed and went with Mike and Dennis down to the office. The three of us sat in his office. We were picking up stuff, touching it. And we knew our mom was in intensive care and not expected to live, and we knew that one of us had to get to her by the next morning.”

Michael and Linda flew to Arizona, packed John and Eleanor’s things, and brought Eleanor back to the Quad Cities via air ambulance, which was met by a ground ambulance. “I planned John’s funeral from my hospital bed,” Eleanor wrote later.

The Irish wake for John was huge. Eleanor left the hospital for her husband’s funeral service at St. Anthony’s Catholic Church. Because John was a veteran, he was buried in National Cemetery, Rock Island Arsenal. Per Mar corporate offices closed in his honor on Thursday, March 17, St. Patrick’s Day.

Jim Arpy (left) chatted with John Duffy not only in February, 1982, but frequently when writing feature stories for the *Quad-City Times*. John administered a polygraph test with Jim as the subject. Based on the fine reputation of both men, it’s highly probable that Jim passed the test.





The family, gathered on a hillside in the scenic country, included front row (left to right), Benjamin, Bridget and Brendon (Michael's children). In the rear are Michael, Denis Enright (a cousin of John's who was being ordained a priest in Kerry, Ireland), Eleanor, Dennis, and Patricia. The chalice Denis holds was a gift, given to honor John Duffy upon his death. The Honor of Chalice was bestowed by the Knights of Columbus, Fourth Degree.



CHAPTER 5

1984–1989

“Be nice to people on your way up, because you may meet them on your way down”

—Eleanor Duffy

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The Healing Begins

leanor’s grandson, Brendon Duffy, encouraged her to record her memories. Other family members also urged Eleanor to share her life story, along with a list of goals she wanted to accomplish. Eleanor began her memoirs while still hospitalized, recording them by hand on yellow legal pads. Next, the family proposed a trip to Ireland to help her recover from her grief. While she convalesced, Eleanor began to plan a family sojourn to coincide with the

ordination of Denis Enright, John’s cousin, into the priesthood.

In 1984, Eleanor served as a tour guide on her ninth trip to Ireland which included twelve family members: Michael and Linda, Dennis and Ann, Tricia and her husband, and grandchildren Brendon (age 9), Benjamin (age 7), Bridget (age 5), and a daughter-in-law’s mother and grandmother. Eleanor’s nephew and niece, Michael and Beth McAleer, were vacationing in Ireland at the same time and so met the family there. Eleanor gave Denis Enright the communion chalice that

she received from the Knights of Columbus after John’s death. On it were engraved the dates of John’s birth and death. This trip provided a special healing time for the entire family.

In September Eleanor again traveled overseas, this time to present the John Duffy Past President Medallion at the Council of International Investigators (CII) meeting. The medallion recognized a current CII member and commemorated John’s 1977 “Investigator of the Year” award and his role as past chairman of CII.

For her 70th birthday Eleanor threw a bash (complete with corned beef and cabbage) for 127 family and friends at the Rock Island Arsenal Golf Club. She sang “Moonshiners Song,” before performing a duet of “The Letter Edged in Black” with her brother, Bob. The Irish group Blackthorn, comprised of Kevin O’Donnell and



Eleanor planned a trip for her family to Ireland in June, 1984, and it made news in the *Quad City Times*. It was one of the dreams Eleanor wanted to fulfill after John died the year before. Harry Boll took the photo of Eleanor in front of a map of Ireland.

Jim Thorton, performed that evening. Michael struck up a relationship with them and briefly went into the music business. He produced two Irish records with O'Donnell.

Eleanor was more vibrant than ever. She belonged to the *Quad-City Times Plus 60 Club*. She chaired educational seminars and served on the committees for constitution, humanities, and nominating. She also served as liaison to the board of the Center for Active Seniors, Incorporated (CASI).

Eleanor received the Barbara Douglass Award for Community Service. She was one of seven area women to be honored at the fourth annual Leader Luncheon. Eleanor fell and broke a rib the day before the luncheon, so granddaughters Bridget (age 10) and Brianna (age 8) accepted the award for her.



Universities Pursue the Per Mar Advantage

At the University of Iowa in 1983, Per Mar began updating fire systems in ten buildings including the physical education center and the library. Per Mar already provided services on campus and at other institutions such as Palmer College of Chiropractic, Scott Community College, and St. Ambrose College (now St. Ambrose University). Bob Hope was the commencement speaker for St. Ambrose College in 1976 and Per Mar provided Mr. Hope with body guard service. In the fall of 1984, Northern Illinois University hired Per Mar to provide security at football games. Kiwanis members from DeKalb, Illinois, assisted in the operation.

On one campus, Per Mar fulfilled a request that almost required sleight of hand. When Maharishi University in Fairfield, Iowa, declared seven days of holidays in 1984, seven-thousand meditators converged on the city. Famed illusionist Doug Henning asked Per Mar to provide fifty armed security officers for ten-twelve days. "We thought there was no way," Tom Lundy said in 2003, "but we got twenty-five people and chartered a bus and went to the Iowa Fair Grounds, started practicing in booths, and ended up getting them duck hunting licenses so they could carry guns. Everyone had a great time."

In the fall of 1985 Per Mar was awarded the University of Wisconsin, Madison, account to provide security at athletic events. A Per Mar branch manager and a manager trainee coordinated the scheduling and assignments of personnel. Camp Randall's attendance in the late 1980s averaged 77,000. The stadium also hosted Wisconsin State High School football championships, concerts, Green Bay Packer exhibition games, high school football, Drum Corps International competitions, fund-raising activities, special running events, and other civic programs.

Focus on the Midwest

By the late 1980s consolidations swept the country. It became more difficult to compete in distant markets. With seven young children at home, Michael knew something had to give.

The Duffys have long been students and alumni of St. Ambrose College and University. Michael graduated in December 1972; Bridget in May 2000; Brianna in May 2003; and Kate (Dennis and Ann's daughter) attended in 2003.

The Duffy children and Per Mar Security & Research Corp. donated \$25,000 to St. Ambrose College CENTENNIAL COUNTDOWN program in 1984 to commemorate the lives of John and Eleanor. A plaque hangs in the second-floor reception area. Eleanor was named an Honorary Alumna of St. Ambrose College in 1978 and Michael serves on the Board of Directors in 2003.

UW-MADISON FOOTBALL

Fourth and twenty-five. Could the Per Mar team pull off a victory? "Absolutely!" said Per Mar General Manager, Gene Hoth.

In July of 1985 the University of Wisconsin (UW) awarded Per Mar the contract to provide security at Camp Randall Stadium for the upcoming football season. Per Mar had to hire and uniform 200 employees in the six weeks before the opening game.

Gene recalled the time well. "There was no doubt in my mind that it was going to happen. It was a tremendous team effort, and we utilized lots of people within the company. Our initial focus was on communication and getting the uniforms—a blue blazer, red tie, and gray pants. We ordered a tremendous inventory. Because there were no sizes in the blazers, we had folks lined up trying different ones to get a good fit. I remember shipping lots of things overnight. Plus, we didn't have an office. We were driving things up to Madison and working out of our cars."

Gene and others were able to pull it all together on short notice. "Lots of credit goes to Bob and Mert Wyrick, who were with the former provider. They got us established. They had lots of connections in Madison and were key to helping us hire the right people."

Gene also remembered the incident that occurred during Per Mar's ninth year of service at the stadium. In October of 1993, seventy students were injured as they tried to storm the football field after Madison's upset victory over Michigan. "We learned lots of things that day. There were positive changes made. Our mission is safety first, and then we design everything around it."

Later that year the Board of Regents of the UW System adopted a resolution commending Per Mar for helping the injured, saving lives, and working to avert further injury in the wake and aftermath of this incident. In the years since then, the UW-Madison and Per Mar have continued to work together.



In April of 1984, the Duffys were invited to lunch with Senator Chuck Grassley in the Senate Dining Room. Iowa had just been named the top education state in the country. Senator Grassley was delighted to 'show off' Brendon, a typical Iowa elementary school student, who seemed to know everything about the presidents, their families, the cabinet, and all government related activities. From left: Michael, Ben, Brendon, and Linda with Senator Grassley behind them.



The Duffys attended another Chuck Grassley event on January 20, 1984, celebrating Senator Chuck Grassley's twenty-five years in public service and took with them their son Ben, who was celebrating his 7th birthday. Linda and Ben visit with Senator Grassley. The event for 1,000 people was held at Vets Auditorium in Des Moines. Howard Baker, Governor Terry Branstad, Bob Dole, Roger Jepsen, and former governor Robert Ray were other dignitaries present.

In 1986 the majority of executives at Per Mar decided to focus on becoming the Midwest's Number 1 security firm. Per Mar sold branches in Denver, Houston, Phoenix, St. Paul, and Tucson. Michael envisioned a regional "department store of security." The Midwest corridor of Iowa, Illinois, Nebraska, and Wisconsin became the heart of operations.

The decision was not unanimous, however. "My parents had managed to create a reputation that was always larger than the company," Dennis Duffy later said. "[They had a] national and international reputation as a quality provider of service. My thought process was that we should seize upon that to expand the business and make money. My brother . . . thought we should downsize and become a regional provider of service through fewer regional offices. And I lost that debate. He closed a couple of offices, closed



The seven children of Michael and Linda Duffy include: Brendon, Benjamin, Bridget, Brianna, Bradley, (Michael, Linda) Bethany and Brian.

Denver, sold Minneapolis and Arizona,” Dennis said. “So we went from 13 branches in 10 states to six branches in four states. One thing I learned as a lawyer: Reasonable people can disagree about things.”

“Nobody really wanted to travel and spend weeks away at a time,” said Dean Guyette, vice president of security. “Mike said, ‘Let’s sell those outlying branches to get smaller so we can get bigger in Iowa, Illinois, Nebraska,

Right: The Duffy Thanksgiving was held at the Michael and Linda Duffy home in 1982 and included the earliest members of the third generation; it was John’s last Thanksgiving before he passed away. In the front row (left to right) are Brendon, Bridget, Ben and Sarah (daughter of Dennis and Ann); second row, John (holding Brianna) and Eleanor; standing, Michael, Linda, Ann, Dennis (holding Kate), Patricia and Mark Stegmaier. Dennis and Ann have a third daughter, Meghan.

Minnesota and Wisconsin.’ The direction the company took in the mid-1980s has worked beautifully.”

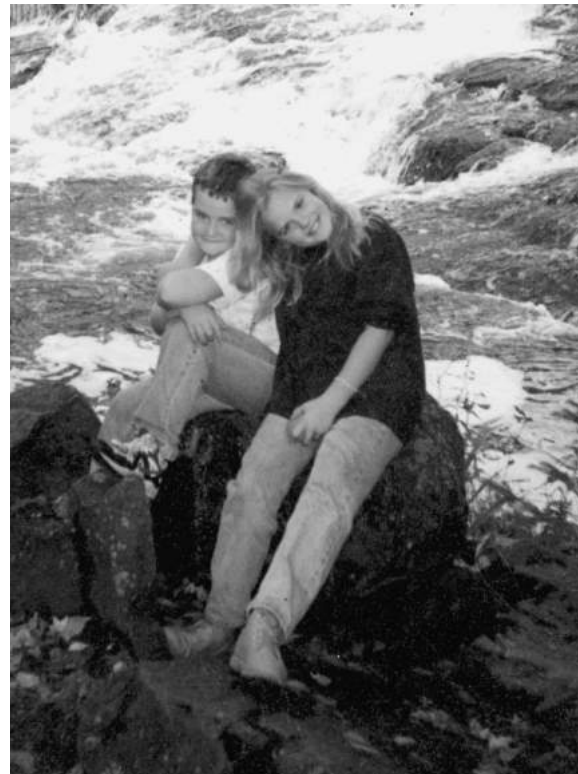
Blake Finch agreed. “I used to go to those faraway branches. I’d head to Denver and to Phoenix and to Tucson. In 2003 Blake explained the decision this way. “We wanted to manage the company like a family. It was hard to be part of the [corporate] family when somebody was in Phoenix. You never saw him or her. Right now, if we have a managers’ meeting, everybody is within range of a day’s driving. The farthest office we have is in Duluth, and it takes seven or eight hours to get here. Now, we see all of our managers on a regular basis.”

Once the branches were sold, executives focused on new acquisitions.

Acquisitions in Secondary Markets

From 1986 to 1995 Per Mar acquired over twenty Midwestern alarm and security companies, making it America’s forty-third largest security firm. “Our management staff felt the customers would be better served by a quality regional company rather than a large national firm,” Michael told *The Quad-City Times*. “We’d rather be in six cities and dominate the market than in fifty and just be another company.”

In mid-1986 Per Mar announced the merger of Quint City Security into the Davenport operation. “We believe this move is a very positive one for Quint City customers. They now have access to a variety of services not previously available to them,” said Michael. The merger added 800 alarm customers to the 3,500 already served by Per Mar.



Otto and Addie Stegmaier are the children of Patricia Duffy and Mark Stegmaier.





Michael and Linda attended a White House reception for President Ronald Reagan on April 12, 1984.

THE APPEAL OF A FAMILY-OWNED CORPORATION

Dean Guyette originally joined Per Mar because he liked the idea of a smaller firm and a family-owned corporation. "I remember when I went to school here," Dean said, "I used to see the cars with Per Mar Security on the side. At that time, they had dogs. I remember the dogs in the back seat of the car." Dean, an Ottumwa, Iowa, native, graduated from the American Institute of Commerce in Davenport and worked for ITT Continental Bakery before joining Per Mar. "I had never worked for a family-owned company, so I was curious as to what that would be like because ITT Continental Baking is a huge company."

From 1979 to 1989 Dean ran the finance side of Per Mar and worked with Michael and Blake Finch to grow the company. Michael asked him to manage the physical security division which he did until being promoted to vice president of administration.

"I do feel that when I ran the physical security division, profits increased every year. I was very proud of that," Dean said. "So my revenue side and profitability of the physical security side grew every year. Maybe not by leaps and bounds, but we didn't go backward, let's put it that way. I am proud of that."

Dean also enjoyed being part of the team effort to move the company forward. "We all brought different attributes to the job. Mine was more the financial side; I do believe I solidified the accounting department and got all the reporting and accuracy of the financial reports to a level that made us all satisfied. Mike and Blake Finch were more the operational side of the business."

Dean, who now is vice president of administration for Per Mar, remembered Mike's never-ending quest for expanding his knowledge base—an attitude that led toward company expansion. "When I first started working at Per Mar, Mike was twenty-nine and I was twenty-eight," said Dean. When they attended business lunches, both were younger than their dining companions. Dean asked Mike why he went to lunch with businessmen who were so much older. "Because that's how I learn," Mike said. "I listen and I can learn a lot."

Dean has broadened his corporate experience considerably and has continued to be a valuable member of the management team. "I can't say enough about working for a family-owned company. What makes us unique is that we can provide multiple services. We used to go into an account," Dean said, "and if they were using multiple companies, we'd ask, 'Why don't you use multiple services with one company for both [alarms and physical security]?' Now, I handle a lot of the contractual issues that come up. I get very involved with budgeting and audit of the company."



Dean Guyette joined Per Mar in September of 1979. He liked the idea of working for a family-owned business.

PER MAR SECURITY SERVICES' ACQUISITION PROGRAM

Name of Original Business	City/Branch	Date Acquired	Name of Original Business	City/Branch	Date Acquired
Alarms by PDA	Des Moines	10/01/75	Monaco Enterprises	Wisc-Minn/DM,RKFD,EC	07/01/91
Mountain Security Services	Denver, CO	09/01/77	M J Potterbaum	Dubuque/Quad Cities FP	09/01/92
J. F. Bell Security	Phoenix, AZ	12/01/77	Guardian Alarm	Eau Claire/Eau Claire	02/01/92
Night Watch Guard and Patrol	Rockford, IL	06/30/78	Lola Focht Research	Des Moines/DM Mkt Rsh	
AAA Security, Inc.	Des Moines	05/01/81	O'Hara Security	Des Moines/Des Moines	04/01/92
Karon Company	Quad Cities/Quad Cities	09/01/81	Select Security	Madison/Madison	09/07/94
Magnum Security	Tucson, AZ	12/07/81	Tru-Lock & Security	Eau Claire/Eau Claire	10/03/94
Quint City Safe, Lock and Alarm	Rock Island/Quad Cities	01/01/86	United Security Association	Lacrosse/Lacrosse	09/01/96
L & M Investigations	Des Moines/Des Moines	02/01/87	Rockford Alarm Company	Rockford/Rockford	10/01/96
Westmar Security Co	Des Moines/Des Moines	06/01/87	Midland Security	Cedar Rapids/Cedar Rapids	08/01/97
Iowa City Security	Iowa City/Quad Cities	01/01/88	Electroalarm	Janesville/Janesville	10/10/97
Surveillance Center	Quad Cities/Quad Cities	01/01/88	A-1 Security	Cedar Rapids/Cedar Rapids	12/01/97
Merchants Police and Alarm	Rockford/Rockford	06/01/88	Midwest Alarm Services	Des Moines/Des Moines	01/01/98
Guardian Alarm Systems, Inc.	Des Moines/Des Moines	08/01/88	Jessman Security	Davenport/Quad Cities	08/01/99
Central Iowa Security Systems	Des Moines/Des Moines	08/01/88	Complete Security	Wausau/Wausau	02/04/00
IMR Systems, LTD	Des Moines/Dm Mkt. Rsh	05/01/89	Mid-America, Triple A	Davenport/Quad Cities	07/01/00
Security Consultants	Des Moines/Des Moines	09/01/90	Underhood Fire & Safety of IA	Davenport/Quad Cities	02/01/00
Foremost Security	Beloit/Rockford	03/01/90	Fenske Security Inc	Madison/Madison	12/20/00
Bolt Security Corp	Ft Dodge/Des Moines	04/01/90	Rock River Service	Rockford/Rockford	02/01/01
Midwest Investors Inc. (Knight Co.)	Burlington/Quad Cities	06/01/90	SecurityPlus, Inc	Ft. Dodge/Des Moines	11/01/01
O.S.S. Security	Dubuque/Dubuque	03/01/91	Arrowhead Security	Duluth, MN	02/01/02
Anderson Alarms	Ft. Dodge/Des Moines	04/01/91			

“Per Mar managers always have known that I want them to look for ways that customers can afford every ounce of protection they need,” Michael said. “I’m devoted to making sure as many people as possible feel the peace of mind in their business and home that I know our services provide.”

This focus continued well into 2002 with a total of forty-three acquired companies, including Security Plus, Inc. in 2001 and Arrowhead of Duluth, Minnesota in 2002.

Troubled Times for the Polygraph

In early 1986, proposed new legislation threatened the use of polygraph machines. H.R. 3916 was drafted to outlaw polygraph use by private employers. Per Mar already met stringent licensing requirements, according to Ken Golden, a Per Mar investigator. “What we had was a bill that would restrict businessmen from using one of the most effective loss prevention tools available,” Golden said. Per Mar conducted about 1,500 polygraph tests per year, primarily with potential employees at the employers’ request. Additional available services included corporate espionage detection and bad debt recovery.

In Iowa the state senate sent back to committee a bill that would outlaw polygraph testing, removing the threat for the session. The United States Senate continued to debate polygraphs until 1987 when the use of polygraphs for pre-employment screening was declared illegal.

Demolition Davenport and Rejuvenate Davenport Years

It all started with a brainstorming session in early January of 1987. Four businessmen wanted to clean up downtown Davenport. Michael, along with Don Decker, an investment advisor; Tom Rudbeck, a CPA and property developer; and Gary Mohr, Chancellor of Scott Community College, met to discuss strategy and plans going forward. “Mike Duffy was really the guy who started the whole thing,” Don Decker said. “We talked about it in general, tearing down one or two blocks, and putting a half million dollars back into it. In 1986, 1987, that was a lot of money.”

These four men referred to their renegade “club” as “Demolition Davenport.” They weren’t interested in the bureaucratic process; they just wanted to get the job done. The men committed to making things happen and were willing to write checks to get the process moving. “I can remember the media play we got from this, especially from Bill Wundram (of *The Quad-City Times*), who was very helpful,” Don recalled. “I thought Demolition Davenport was a great name. Some thought it was too negative, but I said, you don’t understand. We have to blow up everything down here and hope a phoenix rises from the ashes. Until you tear them down, nobody is going to use these pieces of junk.”

Michael suggested a breakfast meeting to get the ball rolling. “Mike’s always a doer, so he said we ought to get a bunch of guys together to kick this thing off. We came up with a list of professional guys (attorneys, CPAs, businessmen), guys who cared about the city and wanted to be part of it,” said Don. He remembered that about twenty-five people showed up for breakfast at the Clayton House on February 12, 1987. “Mike came out with the name. He had printed T-shirts with my image on them and a bulldozer.” The billboard outside the Clayton House greeted invitees with: “Even a Bulldozer Can’t Stop Don Decker.”

Michael had taken photographs of the downtown neighborhood for that get-together. “There were so many pictures of garbage property,” said Curt Beason, an attorney with Lane & Waterman. Curt was asked to attend the meeting by his senior partner, Bob Van Vooren. “We sat there for an hour and watched pictures flash on the wall: this is 1231, 1234, 1235, Second Street. We got practically ill. Some guys came in from Minneapolis, and they said, ‘Boy, you guys are in trouble. This looks like Berlin after the war.’” According to Curt this event became known as “the Infamous Clayton House Breakfast.”

Michael said, “Let’s not have a bunch of meetings and do nothing, let’s have a few meetings and do something.” Their first order of duty was fundraising, and Mike was credited with making the project a philanthropic effort. Don recalled Mike’s suggestion that “everyone should throw in some money and start by acquiring, and knocking down business buildings. An initial \$44,000 was raised to start off projects, and out of that, Rejuvenate Davenport was born.” The effort had three areas of focus: demolition, historic preservation, and public funding and technical assistance.

“Mike was the guy who really spearheaded most of the fundraising efforts,” Curt said. “He was always one of the first big contributors and he made a lot of projects happen with his own money. In addition to allowing Rejuvenate Davenport



Interested parties of Rejuvenate Davenport activities celebrated their achievements with a Roast of Dick Bittner, executor of the Bechtel Foundation, on November 9, 1995. Dick helped fund projects that took place in the time period of 1987-1995. Seated and crowned: Dick Bittner. Standing from left are Holmes Foster, retired Chairman of the Board of the Banks of Iowa (and predecessor to Firststar and US Bank); Mary Ellen Chamberlain, Director of Riverboat Development Authority; Frank Klipsch, President of Scott County Family Y; Michael Duffy; Bill Wundrum, Quad-City Times columnist and celebrity; Dr. Edward Rogalski, President of St. Ambrose University; Stan Bright, retired CEO of MidAmerican Energy; and Curtis Beason, Attorney with Lane & Waterman. The event was held at the Radisson Hotel and Michael was Master of Ceremonies.

to do its thing, he would come in privately and assist with a project. Most notable was the Lend-A-Hand housing project. When Lend-A-Hand didn't have enough money to acquire the real estate, Mike personally 'tied it up' so he would have the property for Lend-A-Hand. When the Lend-A-Hand board learned what he had done, Pastor J.R. Christensen wrote a great thank-you letter."

Not everyone was happy about this undertaking, though. Some bureaucrats weren't invited to breakfast, and they were upset. "The Downtown Davenport Development Corporation had a million and a half dollars sitting in the Davenport Bank doing nothing," Don said. "So we went to board members and people started talking positive. We brought in Curt Beason, who has a big heart, and he said he'd do all the legal work pro bono, 'if you guys are really serious about this.'"

They were very serious. Michael recalled that the first building put on the block was the Business & Industry Center right across from the Transportation Center. "Michael Crawford was Chancellor of Eastern Iowa Community College. My mom was on its board, and they were really helpful," said Michael. "They said if we put up a building; they would rent it." Michael remembered that it was fun to see a project initiated by people who weren't part of the city bluebloods. "We made a joke out of it. Here was Bob Van Vooren, who was one of the bluebloods, becoming one of the rebels. Both Curt and Bob were very helpful."

There were two legal phases for the work. Demolition Davenport took in bad property with no intention of restoration because of environmental issues that could have resulted in lawsuits. "We went to Herb Tyler, who had been to one of our meetings, and Herb had a very strong will to change things around here, and he said, 'I will give you \$100,000 if you go out, buy one *#\$*# building, and just tear it down,'" Don said. "We had a map of places we wanted to buy. Quietly, behind the scenes, property was purchased. Rejuvenate didn't buy anything because we didn't want the prices to get out of sight. Mike Duffy would set it up, buy the

property, and then we would take it in Rejuvenate's name and tear it down. Herb came on our board and gave us lots of money. He was Mr. Demolition-Rejuvenate," according to Don.

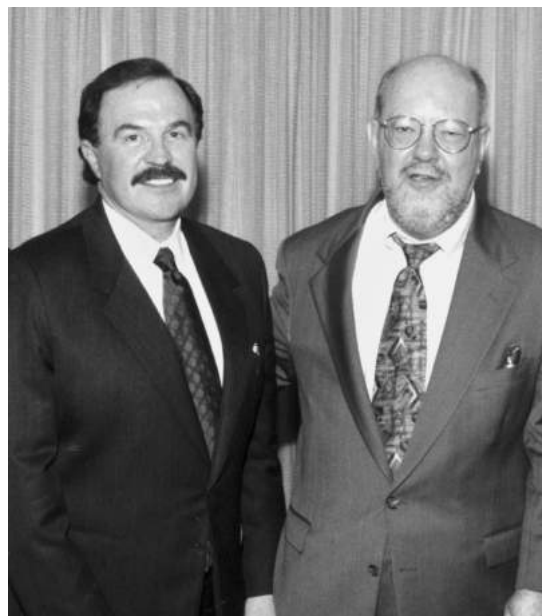
Curt said that Rejuvenate Davenport redeveloped the downtown area in "groundbreaking fashion." Those involved often joked about how much they lost on projects as they moved forward. "We used to look at projects based on how much we would lose. Oh, yeah, that one, we only lost a quarter of a million. That was a great project." Curt continued, "The Dalton Carriage House and the old Thai House—a \$300,000 loss. It was a lot of fun and classic Duffy."

"We tore down fifty buildings," Don said. "Duffy and I and Curt Beason and a bunch of other good-hearted guys. I'm really proud of it, of what we did. We put in 8,000 trees over six or seven years with Greenway Habitat, to beautify."

"We always seemed to have more projects than we had dollars," Curt said. "We raised a lot of money because people could see a lot was getting done," added Decker. "Without Mike's heart and drive, we never would have been there. I've seen him take giant leaps of faith."

Because these men accomplished so much in a relatively short time their efforts became a model for other city leaders. "As a matter of fact, it was written up in a number of publications, most notably the *Northeast Institute of Planning*," Curt said. "Rejuvenate Davenport did the French & Hecht/*Quad City Times* site project, which was also the first voluntary Brownsfield project, which is defined as taking old industrial sites and redeveloping them into commercial sites. That concept takes property that no longer has market value and gets a number of concessions from environmental regulatory agencies, along with incentives from governmental taxing bodies, and redevelops it, giving it value and various incentives. And we used the Rejuvenate Davenport model as the study project for the land institute that later became the Federal Brownsfields legislation. But if you just look around the area—Moline, East Moline—every non-profit development corporation in the area is modeled after Rejuvenate Davenport."

According to Curt, the investors didn't realize any return on the money they gave to the projects. "Some people thought that was a better way to go, so it was all charitable. Duffy said, 'Hey, don't worry about the investment. Let's just throw the money in and if we get money back afterwards, then we can throw it back into other projects.' The goal was to make downtown Davenport livable, and to create jobs and to do economic development."



This photo of Jay Ingram (left) and Don Decker was taken at the Chuck Grassley Campaign Fundraiser in Bettendorf, IA (1999). Don was appointed a spokesperson for "Demolition Davenport" and often received the benefits of both praise and criticism—both sides of "the double-edged sword," as Curt Beason called the public response to the group's efforts.

SHAMROCK INVESTMENTS

Despite the presence of Per Mar in downtown Davenport in the late 1970s and early 1980s, the downtown environment outside the building was far from secure. In fact, it could be downright frightening.

Night after night, employees left the Per Mar building on West Second Street only to be approached by prostitutes offering their "services" from the 400 block. John Duffy used every legal means to clean up the illegal, yet thriving, business of prostitution in the Per Mar neighborhood. He spoke to police officers about what he could do to clean up the area.

One particular situation upset several family members. "Dad was taking Bishop O'Keefe to lunch, and they walked to a restaurant downtown," Patricia remembered. "One of the prostitutes stopped them to see if either was interested. Bishop O'Keefe even had his collar on."

The downtown problem persisted. The executives of Per Mar pursued city officials to make a change. When city officials made little improvement, John went public as the only businessman who agreed to talk about the situation to WQAD-TV news reporters. Rae Martin, WQAD-TV journalist, said that other people were afraid to talk because they had received threats after they complained.

"Well, as long as they stay on their side of the street . . .," John Duffy said on the air. "We don't like it, but we won't allow them on our side of the street. If the city can't take care of them, and keep them on the other side of the street at least, then there's going to be hell raised from here."

Ken Conlon, who was chief of police at that time, was aware of the problem, and said that police were trying to control the situation in an effort to "clean up Second Street and the surrounding area." Conlon said it was unrealistic to eliminate prostitution entirely, but he felt it was possible to better control the problem through patrols and plain-clothes operations. Nightly foot patrols were implemented to discourage prostitutes and their johns, but these patrols were utilized only when the manpower was available.

Change was slow in coming, so the Duffy family put its own plan into action.

"We decided to begin our own private, long-range plan of urban renewal," Michael said. "We formed a partnership that originally consisted of Eleanor, Dennis, and me. Piece by piece, we began purchasing property on the north side of the 400 block of West Second." Thus, Shamrock Investments took root.

One by one, as leases expired and the buildings became available, Shamrock purchased such establishments as the Silver Moon Tavern, Ray and Wanda's Tavern, and the St. Louis Tavern. Ownership changed, despite resistance from some local history buffs. Property at 426 West Second Street, for example, became a computer store and a glass store.

Shamrock once leased a building to a man who misrepresented himself. That's how the story about "Live Nude Peeps" began. "This guy said he was going to open up a nightclub over there," Blake Finch remembered. "We told him we were going to tear the buildings down, and he had a limited amount of time to be there. 'Well, I'll be in there as long as you guys let me stay,' he said. A couple of days later, a huge sign that read 'Live Nude Peeps' appeared over the door of the nightclub." That was a problem.

"It turned out this guy built a stage where people went in and put a quarter in and a window would open up, where you could see a dancer," Blake said. "We went to this guy and said, 'You never said you were going to do this. We're not going to let you stay open. You're going to have to leave.' Well, he knew what he could do legally."

That created another problem because it took thirty days notice to evict the new tenant. Some residents kidded Michael by referring to the place as Duffy's Live Nude Peeps. Even Dr. Ed Rogalski, who had been traveling in India, was familiar with the story. When he ran into Blake and Mike in the Minneapolis airport, he asked, "Hey, Mike, how's your 'Live Nude Peeps' going?"

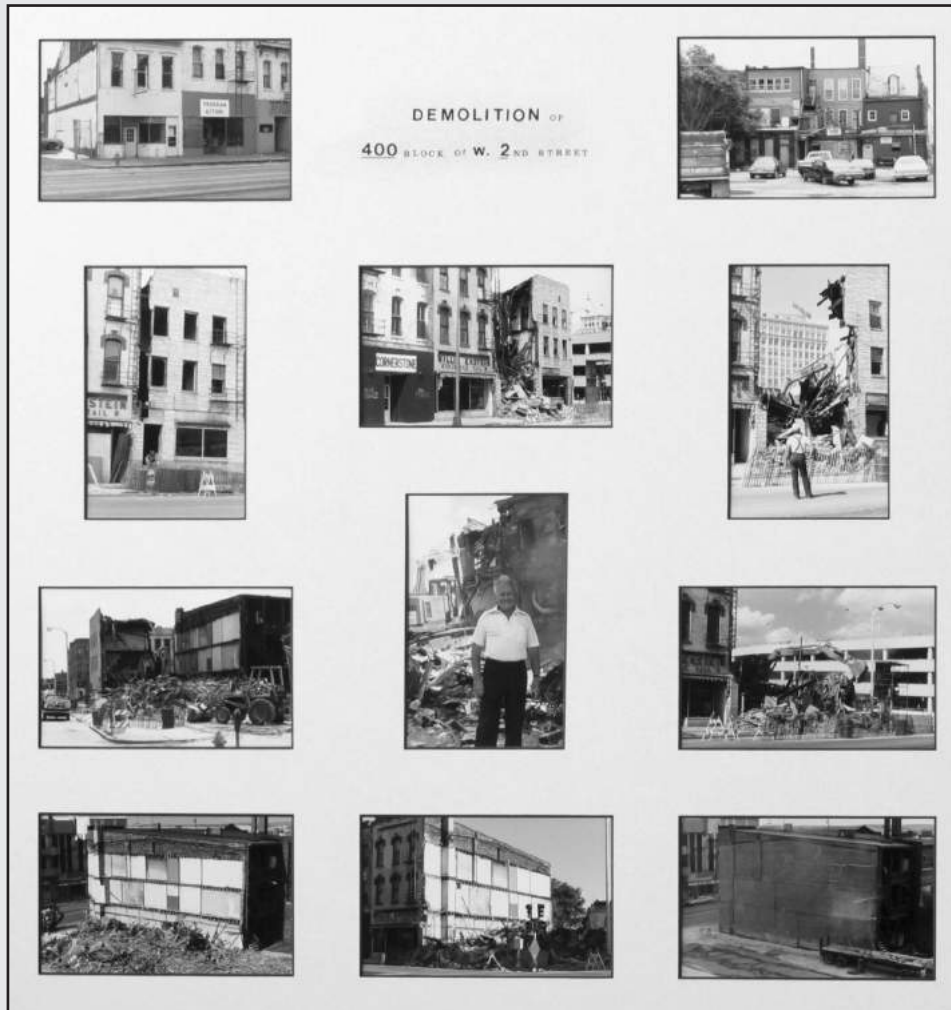
According to Blake, "He had seen a story in *USA Today* about a place called Live Nude Peeps being kicked out because the landlords didn't know what the business was going to be."

Despite such set-backs, progress continued. Per Mar entered into an agreement with Eastern Iowa Community College that allowed them to demolish the buildings and use the parking lots for a period of nine years. Money was taken out of the capital budget rather than their operational budget. "It was a win-win situation as far as we were concerned because we had accomplished our objective and cleaned up the neighborhood," Michael said.

Attorney Curt Beason credited Michael Duffy and Per Mar with making significant changes in downtown Davenport. "When you talk about Per Mar and what it's done for the community, you have to really look beyond that, and see how he's taken the corporate responsibility of giving back to the community. That's one of the recognized constituencies of the corporation. He's really championed that," Curt said. "And I think it's the reason Per Mar has done as well as it has, because that spirit gives it a high level of trust to not only his clients, but to the business community in which he works. It's a big reason for the successes he's had in business and in the community."

Next, the partnership purchased three more buildings. The one hold-out in the downtown area was completely understandable. For years, tailor Willie Ekstein had been a friend of the family and a business associate. Even after Willie

Demolition in the 400 block of West 2nd Street. Starting in the upper right hand corner, the photos are: (top right) Nude Live Peeps, Ray & Wanda's Tavern, the backside of the Silver Moon, St. Louis House in two views, the east side of Willie's building after the St. Louis House was torn down, and (at the bottom) the St. Louis House. On the east side, you can see Willie's building. Jay Ingram now owns it and it's been vacant since Willie died. The rest of the block is owned by Shamrock Investments. The alley behind (you can see inside Willie's establishment) and the front of the St. Louis House before it was razed. At the top left corner, Bachelder Enterprises Program Action saved the block west of the Silver Moon and became Hackner Tire and Auto. In the center front are the St. Louis House, the cornerstone, and Willie Ekstein. Willie (a good friend of Jay Ingram and Michael Duffy) who refused to sell stands among the rubble. Willie died in December 1993 and Michael Duffy gave the eulogy at his funeral.



died in the 1990s the building "stood like a wart," as *Quad City Times* columnist Bill Wundrum said. The Ekstein building still stands, and, according to Jay Ingram who owns the building, "there are no plans to demolish it right now."

When Lend-A-Hand applied for a HUD Grant in 1989 to build their present facility on Third and Scott Streets, there was a snag. An organization applying for a HUD Grant needed control of the property, however, Lend-A-Hand wasn't in the position to purchase it. Since Shamrock owned all of the property facing the West Second Street side, they proceeded to option the ground on the Third Street side and contracted to demolish it and prepare the ground so that they could fast-track the HUD Grant. The commitment of capital was tremendous, and the grant almost fell through on more than one occasion. Michael Duffy wondered what he was going to do with a square block in downtown Davenport without anything being built. He decided that Shamrock would front end finance the project (both the acquisition of the property and the demolition) and then pass it through to Lend-A-Hand for no profit.

Don Decker (called a "bean counter extraordinaire" by Michael) said that some of the investments made him nervous. "But if they saw a piece of property that made sense, whether it was Jay Ingram or Willie Ekstein, they'd go do it. And I found out that Mike and his partners were really having fun."

For Michael, purchasing real estate wasn't a new interest. Linda and he had acquired a four-plex a year before they were married. Willie Ekstein sold it to them on contract. Every unit needed fixing up and they did the work themselves. Mike was so bad at doing any type of handy work that Linda isn't surprised now when he doesn't do any repairs around their house. Mike told her, "If you need a carpenter, hire a carpenter because I do what I know how to do."

Over the years Shamrock has been involved in numerous real estate activities outside of the downtown Davenport area. They range from residential to apartments to commercial buildings and developments. Their developments include Windsor Meadows residential and Waterford Place Office Park on 53rd Street and Eastern Avenue in Davenport.

Thom Hart, mayor at the time, supported Rejuvenate.” Don said, “He should be patted on the back because he got the boats here. He did a lot. He helped with putting up the mural of Bix Beiderbecke when we knew that building would be torn down. Those tennis courts by Davenport Central were all Rejuvenate. Henry Caudle jumped on board and Jim Blanche took over and did a great job.”

Over \$75 million was raised from various projects before Rejuvenate Davenport was merged into Davenport One. It was a proud accomplishment for the four-man renegade club.

Rotary and Its Women Members

As Per Mar continued to progress, so did another extracurricular activity for the Duffy family. In August 1987 it took a U. S. Supreme Court order, but Rotary allowed women to become members. Eleanor, a Rotary Ann, attended as Michael’s guest for her last meeting before becoming a member in her own right. She was a twenty-year member of the Rotary Anns (wives of Rotarians) and was among eight females inducted. Eleanor, ever the professional, wouldn’t accept the invitation to join Rotary until she was assured the club would not change into a social club. At the time, Eleanor was chairman of the board of Per Mar, past member of the Davenport Chamber of Commerce, and the first woman to serve on the Eastern Iowa Community College Board of Trustees (from 1977-1983).

Eleanor remained active in her church, served as national chairwoman for the Endowment Fund of the National Council of Catholic Women, and served on the board of the Franciscan Monastery. She was a lifetime member of the Salvation Army Advisory Board.



Eleanor was one of the first class of twelve women who were inducted into the Davenport Rotary Club on July 27, 1987. Although she had attended a number of meetings as the guest of her husband or son, it took until 1987 for membership to open to females. Larry Reed (far right) was president of Rotary that year. Harry Boll recorded the event for the Quad City Times.

FALSE ALARMS

Back in 1982, Linda Duffy focused on false alarms and their effect on the business. Linda submitted her concept for a false alarm program to the National Burglar and Fire Alarm Association’s “Idea of the Year” contest. She won first place. (That same year Bill McGinty, the Des Moines area manger, won an honorable mention for his idea on protecting explosion-prone areas. Plus, Michael Duffy won honorable mention for his managerial ideas.)

Years later, *Security Distributing and Marketing Magazine*, featured Per Mar’s success in reducing the occurrence of false alarms. This issue received widespread media coverage, including a feature on television’s *20/20*.

Per Mar’s false-alarm committee implemented a tracking system that reduced the incidence of false alarms for clients. The committee placed a customer’s name on a list if four or more alarms occurred in a six-week period. This list was then analyzed by security officers and other employees. Customer retraining, equipment testing, and repair were considered as options for eliminating the false-alarm problems. These efforts reduced the number of false alarms per account on an annual basis from 3.00 in 1987 to 0.06 in 1992.



In 1982 Linda Duffy won first place in the National Burglar and Fire Alarm Association’s (NBFAA) Idea of the Year contest. She received a plaque from George Smith III of Smith Alarms (Dallas, TX). At the time of the award, Mr. Smith was President of NBFAA.



Patricia and Michael flanked Eleanor for a *Quad-City Times* photo to commemorate Per Mar's 35th anniversary. This photo was dated November 23, 1988. Judging by the elephants, this was taken in Michael Duffy's office.

Michael Duffy was the cover story on *Quad Cities Area Business Magazine* in April 1989. The story included historical accountings of Shamrocks Investments and Rejuvenate Davenport. In 1993, he was elected to the board of directors of Firstar Bank, Davenport.

Celebrating 35 Years

Eleanor reported on the 'state of Per Mar' in November 1988 after the company's 35th Anniversary celebration. Michael was president, and Patricia was vice president of market research. Dennis, in the meantime, had become a law student at the University of Iowa.

The company provided alarms, security of-ficers, investigations, employee screening, fire protection, security planning, and many other services. There were more than 11,000 alarm customers and more than 1,000 persons employed in the Midwest. "We are proud to be considered as a Midwestern leader in our industry," Eleanor said.

Michael was featured on the cover of *Area Business Magazine*, a local publication with a branch in the Quad-Cities. The network of security services had reached its goal of "a department store of security services." Traditional guard security, electronic surveillance, access processing for security clearance, and a 24-hour alarm station alerted Per Mar and city officers, as well as fire department personnel, of potential fires and burglaries. Michael described himself as "a businessman who happens to be in security."

Among the employers that hired Per Mar to provide security were Midway Airport and Carson, Pirie & Scott in the Chicago area, where security officers were dispatched to the Ford City store and warehouse. In 1989 both companies declared bankruptcy. As a result, Per Mar incurred a staggering bad debt of \$650,000. Michael recounted, "It was impressive that we survived these bankruptcies. We made it through this tough time. It was a real testimony to our perseverance as a company."

After a decade of business experience with Per Mar, Dennis Duffy earned his Juris Doctorate degree, with distinction, from the University of Iowa on August 4, 1989. In twenty-seven months he had completed the work for his MBA and law degree in a joint program. He joined the general practice of Bozeman, Neighbour, Patton & Noe in Moline before creating a law firm with five other attorneys. In 1995, he founded Duffy Law Office and focused his practice on estate planning, trusts, wills and probate law.



PERSONAL MARKETING RESEARCH

It began as Eleanor's business in 1953 on her front porch and continued there for some time after John moved his half of the business out of the house. Over the years, the company grew and relocated—never far from Per Mar—until June 1, 1993, when Patricia bought the company and renamed it Personal Marketing Research, Inc.

John Duffy probably didn't mind posing as a research subject for his wife's side of the business—in a pinch.

The company Eleanor started on her unheated kitchen porch in 1953 has continued as a profitable business today. Eleanor's early association as a researcher with Advertest and its owners lasted more than twenty-five years.

From 1953 to 1964, Eleanor worked from the Duffy home on Iowa Street. She was "Superwoman" in business, motherhood, and homemaking long before the term was coined. During warm months, when Eleanor held briefing sessions, mothers brought their children to play while they discussed interviewing strategy and products. During cold Midwestern winters, meetings were held in the living room, dining room, or kitchen. The business methods included door-to-door canvassing, telephone calling, store audits, and product traffic. Routinely, wives of Per Mar Security employees worked for Eleanor. For example, Lee Frogley, wife of H. Ron Frogley (a former FBI Special Agent serving as Per Mar's captain of the security officers), conducted telephone survey research.

In 1964 Eleanor's business outgrew the house on Iowa Street. She moved the business to the Kahl Building. Eleanor recalled in her notes, "It was becoming difficult to find adequate space to keep the necessary supplies and records. The constant coming and going of the interviewers was inconvenient and distracting to a peaceful home life."

In May of 1964 the Quad-City Airport asked Eleanor to provide personnel for tour guides. Joanne Siefers and Gloria Whittemore were the first guides. By the 25th anniversary of the company, Per Mar had guided approximately 75,000 children and adults through the airport.

Three years later the Per Mar Research division moved to Per Mar headquarters. It installed a central telephone facility with ten private lines. The investment increased efficiency, accuracy, and quality of telephone interviewing. Many politicians borrowed or rented space with Per Mar and helped this division grow.

Anna Daniel became an interviewer and supervisor of the phone center. In early 1973 researchers took part in a three-day pizza project. Each woman baked pizzas in a small oven set up in a supermarket, cut the pizzas, and handed out samples and coupons for discounts. The "pizzerias" were in Moline, East Moline, Rock Island, and ten smaller cities in the area. By 2003, similar samples displays in food markets were commonplace.

April of 1973 was an especially good month for Eleanor's business, according to the *Alert* newsletter. "Congratulations to the Market Research team for exceptional work during April. They braved three weeks of snow, rain, and mud to interview seventy farmers on the pros and cons of trucks. They completed 190 phone interviews in three days, and they finished seven other jobs in two weeks."

The geographical basis of operation now extended throughout the state of Iowa and into Illinois. By 1978 Per Mar conducted one-third of its studies outside the Quad Cities. In-store demonstrations and product sampling became more common place. Coupon distributions, focus group recruiting, and taste



tests took interviewers away from the phones into the consumer marketplace. New product introduction and actual in-home testing may have started in the little operation on Iowa Street.

Eleanor was featured in a story when Per Mar Research built a special interviewing room with twelve booths for twelve telephone callers. In the story, "Market Research: Another Side of Per Mar," Eleanor shared Per Mar's progress. She told the reporter, "We handle survey projects for more than 300 advertising agencies, manufacturers, publishers, chain stores, department stores, broadcasting studios, and institutions. It used to be that we would survey or test maybe a hundred Quad-City people. Now it's apt to be a thousand or more for one client."

Respondent screening, distribution reports, group discussion, or any one of many other methods were used. Market penetration studies, color, and brand name preferences were common practices. Surveying was primarily conducted by women because many products were designed for the household and purchased by female shoppers. Men surveyors weren't allowed into homes, and Eleanor (who had always supported gender equality) explained why. "Don't get me wrong," she said. "We don't discriminate against men. We do hire them for political or farm research."

The Per Mar Research crew provided the data to ABC TV on Election Day in 1980. The following year, the company was featured in *Business & Industry Magazine* and Eleanor shared news of a recently introduced focus group facility in the downtown Davenport headquarters. It featured a large conference room, an adjoining viewing room, and a one-way mirror so clients could watch while not exposing their presence, which could influence results. The expanded space was the result of the purchase of a 4,000 square-foot office two doors east of the corporate headquarters building. Renovation was underway, including exterior work to match the architecture to the headquarters building.

Three years later, Eleanor and Patricia attended the annual Market Research Association Convention in Minneapolis. When they returned they implemented a new program, "Your Opinion Counts." The program was aimed at contacts during Market Research Week in Iowa, proclaimed by then Governor Terry Branstad and Davenport Mayor Charles Peart. (It's likely Eleanor had something to do with that proclamation.)

It seemed natural for Patricia to become involved in her mother's business. Patricia graduated from Villa de Chantal in Rock Island after completing college classes during high school. She was crowned May Queen in 1975. As a high school student, she (like her brothers) worked for the company. Patricia served as a receptionist, assisted with market research, and worked in the



This market research meeting took place in late 1969 or early 1970. From left are Gloria Whittemore, Mert Hayes, Joanne Seifers, and Eleanor Duffy.

The staged photo shows Mrs. Pat Edwards knocking on Eleanor Duffy's front door to ask her to sample presweetened ready-to-eat cereal, and answer some questions. Photo by Phil Hutchinson for the Times.

From left, Eleanor (far right) stands with Gloria Whittemore (seated) and Anna Daniel, two long-term employees of the Research Division. Patricia took over the company management when Gloria retired. The banner on the wall reads: Duax for Mayor. Bob was Eleanor's brother.

Central Station. Patricia graduated from the University of Iowa in 1979 with an English major and a business minor. She took a job with Scott Community College. At another point, she worked for Per Mar full-time.

When Gloria Whittemore retired in 1984 after eighteen years with the company, Patricia told Mike and her mother that she'd do Gloria's job, but only until August. "I fell into it when I took over after Gloria retired," Patricia said in 2003. "It fits with my journalism, marketing, and public relations background. It's a good fit."

Two years later, Per Mar Research purchased Des Moines Interviewing Service (DSIS), operating an office at 2735 Douglas Avenue. Lola R. Focht, president of DSIS, continued with Per Mar as a research consultant. "Per Mar has taken this step to ensure sustained quality of service in the Des Moines area. The merger will permit us to concentrate on quality service that is cost efficient," Patricia reported.

Because the Quad-Cities market statistics compared favorably with national statistics, companies introducing new products or updating previous ones liked to accumulate data in the Quad-Cities. "The marketing side, not as visible as the safety and security side, has since been a mainstay of the company, but not the biggest revenue producer," wrote Bill Jacobs, *Quad-City Times* reporter.

In 1989 Patricia moved the division to new headquarters at 322 Brady Street, where she had more room for focus group research, large two- and three-tiered viewing rooms and variable lighting. Her decision to change the focus of the company from that of a subcontractor for other firms to selling its services directly to users became a turning point in her career. "Mom was still alive when we moved the office over here. At the other building, she came down to work about twice a month," Patricia said. "I asked her if she wanted an office here and she said no. But I probably talked to her three or four times a day, asking for her opinion."

In Des Moines, the Market Research Division opened a new mall facility, allowing Per Mar to attract a larger volume of mall intercept type research. The acquisition of IMR Systems in Merle Hay Mall prompted Linda Slater, manager of the mall facility, to increase staff to accommodate new business.

When Eleanor died in 1989, "I realized how Mike had felt," Patricia said. "Mike said that one of the things he missed most was 'having Dad to turn to and ask questions.' That's how I felt when Mom died. Not that she actually ran things, but it was that you don't have a boss. And you don't have her to consult. You're all by yourself."

On June 1, 1993, the Per Mar board of directors approved the sale of its market research division to Patricia. The new name, Personal Marketing Research, Inc., was similar to the previous one, but a step away from Per Mar to avoid confusion and make the break more visible. Patricia still wanted to maintain something from her mother's former history.

In 2003 Patricia reported that most of her clients were from out of state, with Chicago, Los Angeles, and New York as important markets. "Every political



year, we do an awful lot of caucus work for national candidates," Patricia said. "On a local basis, when we work for one political party, I won't work for the other party's candidates."

Technological advances have changed the way she does business. "With the Internet, we don't have to be as spread out to do the same amount of work for clients. Now I'm in the process of closing offices." Still, even with fewer offices, the future of Personal Marketing Research, Inc. remains strong.

The Loss of the First Lady

The same year that held so much promise for Dennis became a year of grief for the Duffy family. Eleanor was ill and in the hospital. Her dear friend, Father Conroy, visited her in the hospital to administer the sacrament of the sick.

Members of the Board of Directors of the Diabetes Association remembered her in their newsletter: “On Saturday, October 21, 1989, Eleanor Duffy passed away, but in many diabetics’ hearts she will be remembered always. Eleanor gave 20 years of service to the QCDA. She helped to bring the idea of having ‘a home for diabetics in the Quad Cities’ a reality as a founder of QCDA. As a past QCDA president and board member, Eleanor guided the board of directors with her creative wisdom . . . Her wit and energy gave hope and courage to her audiences. We all will truly miss the guiding hand of Eleanor Duffy, and yet, we do have her dreams to cling to.”

On the day of her funeral, *Quad-City Times* columnist Bill Wundram featured Eleanor and her love for the horse races in his column. Wundram’s colleague, Shirley Davis, *Quad-City Times Plus 60* coordinator, wrote a memorial in the *Quad-City Times*.

Shirley wrote, “[Eleanor] was just in Atlanta, Georgia, two weeks ago and proud of the fact that the Catholic Women’s League had donated \$11,000 for those who suffered in Hurricane Hugo. And on the Wednesday before she went to the hospital, she was in Fairfield, Iowa, for a day-long Catholic Women’s meeting. She had a knack for tying all her pet organizations together.” Davis continued, “She found it perfectly logical to hand out Plus 60 brochures to members of the Rotary Club after she became one of the first female members.”

There were two visitations at Halligan-McCabe Funeral Home. A funeral service at St. Anthony’s Catholic Church was described as “first class,” with Sally Goodwin on harp, a choir of Franciscan Brothers, and a soloist, Marilyn Davis, who left tears in everyone’s eyes with the Irish ballad, “A Mother’s Love’s a Blessing.” Eleanor, the family knew, would have loved the soloist’s clear, beautiful voice and would have wanted to sing along.

At a Rotary meeting soon after Eleanor’s death, Dr. Erling Larson, Eleanor’s physician for thirty-four years, called Eleanor “a grand old lady,” who was “not only a magnificent business success, but who added great riches to this community through her service to so many worthwhile organizations. I feel deeply grateful and have had my life enriched by knowing Eleanor Duffy.”

Eleanor was buried next to John in Rock Island Arsenal Cemetery. She had earned that resting place on her own.



**Eleanor and Michael Duffy attended the St. Ambrose University
President's Club Christmas event at Shorthills Country Club in 1988.**





Security Officer Services

Guardians of People, Property and Profits



CHAPTER 6

1990–1997

“Fail to plan—plan to fail”

—Michael Duffy

Left: “Guardians of People, Property and Profits,” Per Mar commissioned this marketing piece in 1988. By this time, much had changed. Service vehicles had been modernized, and technology was the latest available.

Right: Happy Joe Whitty opened Jungle Bungle on Welcome Way in Davenport in 1993, and solicited educational exhibits to add interest to the children’s play area. Per Mar sponsored a door with safety and security tasks for children to read about and perform.

The 1990s: A Challenge for Security in America
The Federal Bureau of Investigation (FBI) stated that bank fraud and embezzlement increased by 155 percent in 1988. Internal theft by employees continued to be a high-priority corporate problem. In 1989 the American Management Association (AMA) reported that corporate theft was in excess of \$50 billion dollars. More startling was the prediction that the problem would increase by 10-15 percent the following year.

These eye-opening statistics prompted Per Mar executives to examine the impact on the security industry. Michael forecasted, “It will be a decade when companies and individuals who use private security services can expect a wider range of available services. And it will be a decade when many more people become users of services offered by private security.”

The Per Mar management team prepared to respond to customers’ needs with creativity and sound application using their entire arsenal of services. “Companies are looking for a firm to do a multitude of tasks, including fire protection, alarm monitoring, access control, and security officer work. The same firms have turned to outside professionals to help them conduct investigations and do employee screening.”

Per Mar executives anticipated increased popularity for electronically monitored access control for buildings. Data processing and accounting departments needed to be kept as secure as possible. “Greater facility control leads to decreased costs and improved profitability,” Michael told



his employees in the *Alert* newsletter. He predicted that biometrics (biological traits of an individual such as eyes and hand prints) would increasingly be utilized as a means of supplementing card and keypad entry systems.

“In the 1990s, clients will continue to grow away from believing that the low bid contractor should always get the job,” Michael said. “An increasing number of clients are looking beyond cost to judge who provides their security work. Per Mar welcomes such a close look.”

Given the existing business environment, it was quite timely in 1996, when Per Mar was awarded the Better Business Bureau’s Eclipse Award for a high standard of business ethics.

In 1994, Benjamin and Brendon Duffy (sons of Michael and Linda) worked at the Iowa State Fair in Des Moines, delivering water by golf cart.



Michael Duffy was presented a key to the City of Des Moines on October 5, 1996. “Our Nation’s Most Senior Governor, Terry L. Branstad, presented NCISS Chairman Michael Duffy with the proclamation declaring that date Investigation and Security Services Day.” The Honorable Arthur Davis (then Mayor of Des Moines) presented the key. From left are Michael, Terry Branstad, and Linda Duffy.

MAKING THE TOP 100 LIST

In 1991 *Security Distributing & Marketing Magazine* (the leading trade magazine in the alarm industry) began an annual ranking of the top 100 alarm companies in the United States based on gross revenue. Out of 14,000 alarm companies in the United States, Per Mar ranked 57th.

Since 1971 Per Mar has annually increased its revenue and accounts. (In 2003 only seventy-one firms in the top 100 were able to increase their revenues.) Per Mar grew despite a depressed market in which companies asked for proposals but withheld buying decisions. Per Mar was ranked 19th in 2003.

The Security Letter, another trade publication, tracked the forty largest security guard companies in the nation. In 2003 Per Mar ranked 33rd.

“We work very hard to provide a thorough security service,” Mike said. “It’s nice to be recognized within the industry. There are a lot of companies in America that offer security officers and alarm services, but Per Mar is the only company named on both lists. That’s a real honor.”



Brad Tolliver (right) joined the company with the acquisition of Merchant's Police and Alarm in Rockford on June 1, 1988. Today, he is Regional Manager. Blake Finch (left) began working part-time as a mobile driver October 22, 1978, and went full-time in early 1979. Today, with 25-plus years service credit, Blake holds the title of Vice President.

The "Rat Patrol" photos were taken in early 1996, perhaps May, in Rockford when members of IBEW 364 used this creative means to protest employment practices. "This went on for almost seven years until a truce was formed," said Regional Manager Brad Tolliver in 2003. "We had a daily battle and pickets at our office for five years straight."

"The Rockford Files"

"The Rockford office has been a fruitful location that has grown its customer base and staff over the last 15-plus years," reported Brad Tolliver, regional manager. "It has helped expand Per Mar's reputation and name over the northern Illinois and southern Wisconsin region. This location has created tremendous opportunities for the company and staff."

In 1991 Per Mar's offices in Rockford, Illinois, moved to a new site with 5,000 square feet. Managers consolidated two offices into the new facility and the address changed from North Church to 514 Loves Park Drive. "The move enabled Per Mar to go to the next level," Brad said. "And we made a statement in the community that we were in the business for the long haul. We expanded our staff and the new state-of-the-art Central Station enabled us to provide a higher level of service to our customers."

Brad Tolliver also grew with the business and the company's demands. He started as an installation technician with Merchants Police and Alarm in 1985 and was promoted to Service Supervisor when Per Mar purchased Merchants in June of 1988. Brad then became the Installation & Service Supervisor and eventually oversaw the Central Station operations in addition to the installation and service departments. In December of 1994 he was promoted to General Manager and in 2001 became the Regional Manager with responsibility for northern Illinois and southern Wisconsin.

According to Brad, the Rockford office became the second largest electronics office in Per Mar in terms of customer base and revenue. Its customer base grew from 1,600 accounts in 1988 (when Per Mar acquired the business) to 7,000 accounts in 2003. "We grew through providing quality service, referrals, and through the 1996 acquisition of the Rockford Alarm Company. Per Mar has the largest commercial segment of business in the Rockford area, and employs over thirty full-time employees in the electronic division."



ALL IN A DAY'S WORK

Hundreds of stories have been written about Per Mar employee heroes in the fifty years of company history. Vandals apprehended, burglaries foiled, injured people helped, and fires prevented were everyday occurrences. Read the headlines: "Rockford Alarm Response Officers Capture Two Suspects in Theft," "Chicago Per Mar Officers Aid Injured Girl," "Teamwork Foils Burglary Attempt in Davenport." More stories appeared in the company newsletters and the local newspapers.

Through the years, Per Mar employees have made the world a better, safer place. The following examples provide snapshots of their heroic efforts. For example, a Des Moines public swimming pool besieged by vandals cleaned up its act with the aid of a Per Mar security officer. As a result, the parents felt more comfortable sending their children to the pool.

In another instance, security officer Susan D'Angelo assisted a First Alert Team medical call at Ingersoll Cutting Tool Company on November 17, 1994. A man who was hearing-impaired suffered a heart attack and needed medical transportation. D'Angelo, who had been taking sign language classes, helped the man communicate with medical personnel. The man survived and recovered at home—another happy ending.

When the Houston office was operational, Per Mar employees were commended for outstanding performance when three security officers guarded a ship that came into port carrying 250 pounds of high-grade cocaine. U.S. Customs officials confiscated the ship, and security officers maintained a 24-hour watch while the ship was in port.

In yet another example, the E.S. Binnings Co., a Per Mar customer, was the shipping agent for various foreign shipping companies. One ship had picked up a stowaway who was "extremely violent and broke several pairs of handcuffs." Security officers stood watch over the man for a week. When the ship's captain and U.S. Customs ordered the man to be shackled, Per Mar security officers supervised while the orders were carried out.

Finally, in Rockford, Illinois, area manager George Hewick and his investigators, George Kitelinger and Robert Twyning, were commended for assisting a Chicago Police Task Force in recovering a "fence" and confiscating an estimated \$15,000 in client property.

The stories go on because Per Mar heroes are plentiful.



These Per Mar Managers were "Shooting for Your Goals" in March 1996. From left are Brad Tolliver, John Neuburger, Dean Guyette, Michael Duffy, Tom Gray, Mike Trilk, Gary Kutty, Jim Chastain, Blake Finch, Tom Lundy, Matt Froeschle, Jeff Shafer, and Frank Ludgate.

Below: Headquarters at 425 and 409 West Second Street (the Salvation Army Thrift Store operated between the two buildings) looked like this in 1998, and Per Mar was ready to move to a larger facility.

"Per Mar has been very good to me and has given me the opportunity to grow and to develop my business skills over the last eighteen years. I am grateful," Brad said. "I have a lot of respect and belief in the direction of Mike Duffy and the senior leadership team."

Riverboat Gambling Brings New Challenges

In the early 1990s Per Mar employees Tom Gray and Jim Sweeney traveled to Las Vegas to meet with directors of security at two casinos. Their research efforts foreshadowed the legalization of riverboat gambling in the Quad Cities. "It was a big issue," remembered attorney Curt Beason. "One of the major reasons such gambling became legal was because of behind-the-scenes efforts to research economic development."

"And the economic data was just one piece of it," Curt said. "But for the political connections of Mike Duffy, it wouldn't be. There wouldn't be riverboat gambling in Iowa . . . , but he did it for the community because he knew it was right."





The window on the right displays a promotion for the Student Hunger Drive (a collection for non-perishable food items) as a way to contribute to hunger needs in the Quad Cities by involving high school students. Per Mar is a major corporate sponsor.

Finch explained the reasoning behind the decision. “What was happening was that alarms were so much more exciting, and there was a lot going on [in the industry]. So, if you were a branch manager, you tended to pay more attention to the alarms than to the security officers,” said Blake. “The security officer problems that needed to be taken care of were going over to the side as secondary problems.” As a result, managers were appointed full-time to only one division. Dean Guyette, who was ready for a change, became vice president of the security officer division. Blake Finch became vice president of the alarm division.

In addition to the activity on the riverboats, the summer of 1993 brought Mississippi River flooding and added patrols, some via motorboat, to protect river-front businesses. Per Mar wasn’t the only business in downtown Davenport that posted security officers to keep the sump pumps working. In Des Moines, the Raccoon and Des Moines rivers required extra personnel, requested by the Des Moines Police Department, to help evacuate the West Riverfront properties.

The Duffys with Gerald Ford, the 38th President of the United States (1974-1977) at a YPO family conference in Vail, Colorado. In the group photo with President Ford are (from left) Brendon, Bridget, Gerald Ford, Michael, Brianna (in front), and Benjamin.



Nuclear Security

Per Mar had provided nuclear security since the late 1960s. By 1993, security teams served Nebraska Public Power District's Cooper Nuclear Station near Brownville, Nebraska, and Iowa Electric's Duane Arnold Energy Center near Palo, Iowa. Per Mar provided armed officers, access control, personnel and vehicle searches, armed responders, contingency forces, fire watch, escorting, and background investigations.

"Our security teams at both Duane Arnold Energy Center and Cooper Nuclear Station have received very high performance ratings from the Nuclear Regulatory Commission (NRC)," said Walt Wunderlich, a vice president with Per Mar.

Additional business in the nuclear arena came Per Mar's way when the U.S. Alliance, a group of eight nuclear plants, made Per Mar its official company to conduct background investigations.

Per Mar Partners with Tenneco and Case

In July of 1995 Per Mar partnered with Tenneco Corporation and Case Corporation. The term "partnering" (new to the security industry) meant that Tenneco, Case, and Per Mar would work as a team to improve security services while reducing and stabilizing costs on a long-term basis. Tenneco's major business interests included automotive parts, natural



Michael and Linda with Roy Rogers at Rancho Mirage, California. The picture was taken at a reception at the home of Gerald and Betty Ford for the Republican Congressional Committee in October 1978.



Michael and Linda with Betty Ford at a reception for the Republican Congressional Committee.

EMERGENCY SERVICES

There have been many significant events in Per Mar's history where the company was called to support its clients upon a moment's notice. Quite often, those requests were for personnel and other types of assistance to support work stoppages and other emergency incidents. Below is a sampling of this type of work performed by Per Mar.

—In 1969 Per Mar provided security during the Iowa Beef Packers work stoppage, which covered seven plants including the corporate offices in Dakota City, Nebraska. During this time, a corporate office was destroyed and an Iowa Beef Packer employee murdered.

—Iowa-Illinois Gas & Electric Company had a work stoppage in 1971. On four day's notice, Per Mar provided security officers at all of their locations.

—On very short notice in 1972, Per Mar was called upon to provide security for a work stoppage at Spencer Foods. On Super Bowl Sunday, Per Mar dispatched twenty security officers to Skyler, Nebraska and Spencer, Iowa via Greyhound Bus.

—The year 1980 marked the beginning of a nine-month long work stoppage at International Harvester in the Quad Cities. Per Mar provided security for executive homes, as well as the plants, for an extended period of time.

—In 1993, over fifty security officers were hired to assist in the CP Rail work stoppage. The security officers protected four sites and followed trains from one destination to another. Eastern Iowa Community College facilities were utilized to handle hiring, training, and processing.

—Bandag, Incorporated was threatened with a work stoppage January 1, 2000. Per Mar was contacted in late December to provide cameras, VCRs, and monitors at five critical locations. Installers and service men worked the weekend to complete the task.



Michael and Linda with President Gerald Ford at a reception for the Republican Congressional Committee in October, 1978.

gas transportation, marketing and packaging, plus ship construction and repair. The company also owned twenty-five percent of Case Corporation, which focused on agricultural and construction equipment.

Per Mar began providing security officer services at twelve of Tenneco's Midwest locations in an eight-state territory. Because Per Mar was selected over many of the industry's most recognized companies, the partnering was celebrated. "It was a team effort to get the Tenneco and Case business," Dean Guyette reported in 2003. "It was a very large account. I'd have to go back and see how many millions

of dollars of business that meant to us. It was a big deal. We still have a majority of that business, even though Tenneco isn't Tenneco anymore. We kept their accounts for quite a while, but they were individual accounts."



Ben Duffy (center), a Lance Corporal in the Marines, joined his parents in May of 1997 to help present the Duffy Award at the NCISS convention in Phoenix.



THE FIRST ANNUAL WILLIE EKSTEIN OPEN HOUSE

In 1976 Michael Duffy and Jay Ingram decided to play a joke on their friend and business associate, tailor Willie Ekstein. "We were always playing tricks on each other," Ingram said. "We procured from Willy's son a list of Willy's customers and sponsored the 'First Annual Willie Ekstein Open House.'"

Michael and Jay printed 500 invitations and sent them to Willie's customers. Unaware of the joke, the customers phoned in their reservations to the bewildered Willie. "There is no open house," Willie told his customers, again and again. "He had a fit," remembered Jay.

Ultimately, Michael and Jay realized they needed to have a party, and they would have to pay for it themselves. So, they catered platters of shrimp and hors d'oeuvres from the Davenport Club. Liquor wasn't an issue. Willie had a reputation for being frugal, so they made it BYOB.

"We had a party you wouldn't believe," Jay said. Willie's clientele was an unusual mix and included the many people he had befriended in downtown Davenport. Scores of the most prominent and the least prominent individuals mingled in Willie's establishment, all carrying their own liquor. V.O. Figge, the well-known bank magnate, walked in carrying a bottle. "It was the only party V.O. ever came too," Jay said.

Willie Eckstein died December 29, 1993. Michael gave the eulogy at Willie's funeral. The Eckstein building, now owned by Ingram, still stands—a monument to a good man.



Michael Duffy, Willie Ekstein, and Jay Ingram posed for this photo in 1973. Both Jay and Michael said they learned a great deal about business and real estate investing from Willie.

EULOGY FOR WILLIE EKSTEIN

Willie Eckstein operated his tailoring business across the street from the downtown Per Mar location for over twenty years. As a result Willie became friends of the Duffy family and many Per Mar employees. Michael Duffy delivered the following eulogy at Willie's funeral on December 31, 1993.

I'm honored that Simone asked me to say a few words about my friend, Willie. I first became acquainted with Willie when I was a teenager and my family's business was located across the street from his business.

As the years went by, I was fortunate to develop a deep friendship with Willie that spanned some twenty-five years. Many of you could, no doubt, share a story about Willie, and more than likely, it would bring a smile to most of our faces. Willie was good at doing that when he was here.

But, I'd like to give a bit of insight into the Willie that some of you may not know. In the early 1930s, Willie left Poland and came to the United States. I remember him telling me that he had \$1.00 in his pocket as he traveled cross-country by train. Not speaking good English, he motioned for a sandwich, but was misunderstood, and received a magazine instead. He paid for it with his last dollar. He arrived in Davenport broke and hungry. He immediately went to work at Bradford Clothing, and eventually worked nights at his tailoring shop and days at Bradford's. At one point, he shortened a pair of pants for a "fella" who didn't have the 25 cents to pay for the alteration, so he convinced Willie to take a ticket to a baseball game at Municipal Stadium as payment. Willie went to the game, and using the admission ticket, #229, won a 1937 Chevrolet during the seventh inning raffle. He promptly sold the car and made a down payment on a piece of real estate. The first of many, I might add, as dealing estate became both a hobby and a personal investment challenge to Willie. It was a challenge that may have realized itself a few years ago when a street at 52nd and Brady was named Ekstein Drive.

Many of you probably know that for years Willie kept pigeons behind his tailor shop. One morning, probably fifteen years ago, Willie called my office very upset and asked me to come over. During the night, someone had killed two of his pigeons. He begged me to do something. I asked how he could care so much for those pigeons. Willie went to a box and took out some pictures of the town square in his home town in Poland. The picture showed several pigeons, which Willie explained, he used to feed and treat as pets. Then I understood those pigeons weren't just pigeons, they represented the fondest memories of this homeland. Well, to finish the story, that was the only time we ever put an alarm system on a pigeon coop.

The nicest thing about Willie was his feeling for people. Whether you were down and out, a titan of commerce, or a big shot banker (as Willie liked to call them), Willie always made you feel welcome at his store. He found time to visit with anyone who stopped in. It was not unusual toward the end of the month, for Willie to have a steady stream of downtown locals come into his store for advances on their Social Security or welfare checks. Unbeknownst to

others, Willie loaned these people enough to get by (interest-free) until their checks arrived. Willie would never have talked about his, but I saw it myself on numerous occasions.

I remember one time when Willie and my dad met for morning coffee at the St. Louis House. My dad was in a bad mood, being short on cash to meet our expanding payroll. Willie left after visiting with my dad and showed up at my dad's office twenty minutes later with cash and checks totaling just over \$15,000. He said, "Mr. Duffy, you pay me back when you get it. If you need more I'll go the bank when it opens."

I'm sure if an election had been held among the fishermen on the Davenport levee (where Willie spent a great deal of time) Willie would have been elected mayor. He kept up on everyone and everything in downtown Davenport. In recent years he was a regular at Lend-A-Hand, where he came to know everyone. During his recent hospitalization numerous friends from Lend-A-Hand called Judy at his store to check on Willie's progress.

I considered Willie a great friend and a great teacher. Although he had no fancy degrees, he had an understanding of people and how life should be lived. He knew life was a game, a game he played very well, whether buying a piece of real estate, negotiating a bank loan, or helping a friend.

Many people couldn't understand why Willie continued to work so hard, including Saturday and Sunday, even though he could have afforded to retire years ago. He did it because he enjoyed people and because he took pride in his work.

I recall when Willie's partner, Arsenio, died in Italy, how busy things were for Willie. I asked Willie why he didn't close the store. He responded, "Michael, what can I do, my customers need their clothes." He will be greatly missed by his customers, who are used to the Ekstein fit. I'll always be able to hear him say, "Michael, that suit fits you like you were molded into it." Willie is a tribute to the saying: "The harder I work, the luckier I get." Willie's luck came through hard work.

Throughout his life, he remained focused and kept his priorities straight. He believed in hard work, thriftiness, and friendliness. If my children develop these values, I'll feel very lucky.

Even toward the end, Willie never lost his sense of humor. At the Mayo Clinic, when taken into the room for an angiogram, Willie looked up to see six doctors and said, "It will take more than six doctors to kill this Jew Boy."

As this morning's *Quad City Times* said, "Downtown Davenport Loses an Institution." It was an institution of friendliness, service, compassion, and humor—one that will not be forgotten by those many he touched.

In closing I feel that I should say what I believe Willie would say at this time. "Look around the room; you'll see a lot of men wearing suits by Ekstein Tailors. When these suits wear out, you'll never see these guys looking this good again."



Continued Growth through Acquisitions



Per Mar continued to grow through the acquisition of Midwest alarm and security companies. The program, which began back in 1975 with Alarms by PDA in Des Moines, continued right into 2002 with the acquisition of Arrowhead Security in Duluth, Minnesota.

One acquisition took more than 15 years. In 1979, Kent A. Mallquist, of Rockford, Illinois, met Michael Duffy in Las Vegas at a National Fire and Burglar Alarm convention. Kent had just started the Rockford Alarm Company. They weren't competitors, and Kent recalled asking lots of questions that Mike answered. "He talked, and I listened," Kent said. "Sometime thereafter, we became competitors when [Michael] purchased Merchants' Police and Alarm, which operated in the Rockford area."



Above: Two of the many acquisitions Per Mar has made over the years are represented here. Michael Duffy shakes hands with Carmen Sanders, former owner of Guardian Alarm in Des Moines. That business was acquired August 1, 1988.

Top: Kent Mallquist sold the Rockford Alarm Company (Rockford, IL) to Per Mar in 1996. The acquisition took more than 15 years to complete. Kent and Michael Duffy remain friends today.

In 1996, Michael, Kent, and John Anderson (an investor) met in a Japanese tea house in Anderson Gardens to discuss the sale of the Rockford Alarm Company. The deal closed at 11:59:59 p.m. on September 30, 1996. "We remain friends and trade charity raffle tickets. Last year I won \$5,000," Kent joked. "Mike hasn't won a dime yet. Too bad."

Per Mar acquired forty-three alarm and/or security companies through 2003. "It's been a good run," said Michael Duffy. "And with all the acquisitions we have done, my attitude has been that the contracts stay in the drawer. We never have to refer to them. It's one of the things that I'm extremely proud of. There have been minimal problems with everyone getting along, and we still receive referrals from most of the companies."



In August, 1996, United Security in LaCrosse, Wisconsin, was acquired. From left are Jan, Lance, and their parents, Mr. and Mrs. Rudy Fischer with Michael Duffy, CEO.



Special Events Services

Throughout the summer of 1991 special-events accounts required extra attention. In the Des Moines area the World Pork Expos in June, the Ruan Gran Prix in July, and the Iowa State Fair boosted activities and revenue. Rockford and Wisconsin managers oversaw accounts at the University of Wisconsin, the Drum Corps International World Championship, Green Bay Packer exhibition football, and county fairs in Dubuque, Iowa, and Winnebago, Illinois. Events such as festivals and the Ben Hogan Golf Classic required as many as 325 gate and security officer personnel.

Per Mar's relationship with the University of Iowa was now more than twenty-five years strong. The groundwork that John Duffy laid early in his career at university sporting events was vital to the expansion of the program. Marion Tatman, assigned to the University of Iowa relationship, coordinated events for fifteen years.

Lambeau Field was added to the roster of clients during the 1996-97 Green Bay Packer season. The relationship created fifty new jobs in the Green Bay area. Per Mar employees were kept busy securing equipment, stadium facilities, and television trucks, as well as handling credential verification.

Gene Hoth, long-time director of the Special Events division, had his work cut out for himself. "The growth and demands of this area created an opportunity to devote full-time resources to this challenge of tasks which are predictable and scenarios which are exceptional," wrote the editor of *Alert*.

In 1998 Iowa State University became part of the Special Events program. More than 250 Per Mar personnel were on hand at Jack Trice Stadium to provide security during Cyclone football games. John Chappell (Des Moines physical security manager) and Jeff Gillaspie (Des Moines operations manager) coordinated the program.



Gene Hoth and Marion Tatman are experts in coordinating security for Special Events—and with organizing the accessories.

In 2001 Per Mar employees enjoyed a Packer tail gate event. Michael Duffy and Blake Finch at Lambeau Field with the John Madden cruiser in the background.





Michael, Gene Hoth, Blake Finch, Bill Jackson and Brad Tolliver at Lambeau Field.

Michael Duffy served as 1997 General Chair of the YMCA's PARTNER WITH YOUTH KIDS-TO-CAMP campaign. When in Hong Kong at a YPO conference, he visited a Y there to compare facilities and programs.

Partnerships Increase Residential Sales

Per Mar teamed with prominent businesses in fall of 1998 to offer home alarms at special prices to their customers. Lujack's Northpark Auto Center, AutoNation USA, Ruhl & Ruhl Realtors, and New Resources (a rural utility co-op) liked the idea and joined the program. "Our business is built on relationships," Michael Duffy explained. "It's the relationships with employees and customers that we have within the community that we serve. We build, nurture and work to maintain these bonds and that defines us. Within our families, our friends, in the workplace, with our


customers, within the community, all add value to everything we do in our personal/professional lives."

State of Wisconsin Security Upgrade

In 1999, the Madison/Janesville branch upgraded security systems in more than thirty buildings owned by the state of Wisconsin. More than 150 card readers, field panels, and modems were replaced and tied into the new software system at the police headquarters in the Wisconsin State Capitol Building. The prestigious project highlighted Per Mar's capabilities and added credibility to the extensive list of projects completed in forty-seven years of the company's history.

Dear Friends,


I have been a member of the Scott County Family Y for many years. The "Y" is much more than a place to exercise and socialize with good friends. Our "Y" inspires hope while developing character.



The "Y" is Walking its Talk. Lives are being changed! As you can see in the next column, our Board of Directors and the entire "Y" organization is committed to the important work of character development.


The children and families of our community are important to me. I am confident that they are also important to you. Please join me and over 100 volunteers in supporting this campaign and providing needed support to our children and families.

Sincerely,
Michael L. Duffy,
1997 General Chair



The YMCA.
We build strong kids,
strong families, strong communities.

PARTNER WITH YOUTH
1997
KIDS-TO-CAMP



Scott County Family Y
606 West 2nd Street, Davenport, IA 52801
(319) 322-7171



PER MAR HEROES

Over the years, Michael Duffy and Blake Finch have identified their personal heroes within the security officer ranks. Earl Degeeter was one example. Michael said that Earl actually trained him in the security officer business. "He was my mentor." Earl was the office manager back in the late 1960s and into the early 1970s. He ran the security officer business for John Duffy.

Blake Finch illustrated Earl's character. "There was an explosion at Robin Hood Flour, a mill down on River Drive. The fire was put out and Per Mar was hired to guard the perimeter," Blake recalled. "Earl would often just visit sites and check things out to ensure that everything was okay. He went down to the mill about 11:30 p.m. after the explosion. It was pretty quiet, and Earl heard some moaning. He searched and found some burn victims who were trapped on the roof. Earl called the police and the folks were subsequently rescued."

Blake also considered Ralph Murphy a special guy. "He would take any shift and work any hours. We'd assign Ralph if there was a problem. He would go into an account and, without asking, analyze the security of the facility. Then he would show up in the manager's office the next day with recommendations. He had great ideas and the clients loved him. He was probably the most creative security officer I ever met."

Dennis Graham was special, too. He was the security officer assigned to the Nebraska Public Power District in Brownville, Nebraska. He was the account supervisor there and was with Per Mar for about fourteen years. "Dennis was our friend and very loyal to Per Mar," Blake recalled. "He did such a great job that the customer always bragged about him. He did a wonderful job for us. We always got the highest marks from the Nuclear Regulatory Commission when Dennis was around."

Ed Morris was never one to give up, according to Blake. "I always remember Ed wearing a 'safari' hat. He was an alarm response officer, a mobile driver for us. He had his pick of any shift, but he loved working midnights. He thought that's where all the action was. Ed caught more burglars than anyone—three to four each year. I remember one instance when an alarm went off at Radio Shack on Brady. The police did a search, didn't find anyone, and called in a false alarm. Ed continued the search and found the burglar hiding in a space below the counters. He held the man and called the police back. The headline story next morning was: 'Police Capture Burglar'. Unfortunately, they got the kudos instead of Ed," said Blake.

Another hero in Michael's eyes was Joe Korey. "Joe was a dispatcher's dream," said Michael. "He was an account supervisor at Siver Steel Company and just a hard-working guy who put in long hours. He'd get off work, and if you needed him back in an hour, he'd be there."



John Duffy presented an achievement award to Joe Korey.



LaMar Alexander, Michael and Linda Duffy, and Chuck Grassley posed in 1999 at a Grassley Fundraiser in Bettendorf. LaMar Alexander, a Republican candidate for President, was defeated in early campaign efforts.



1997 was a sad year for the Duffys. Ben, while on leave over Memorial Day weekend, was riding in a four-runner SUV with his seat-belt on, when it flipped and rolled. Ben was the only rider injured severely, and suffered a C-4, C-5 spinal injury, resulting in paralysis. Ben was promoted to Corporal prior to his discharge. He is pictured at his apartment in La Jolla, CA with Colonel Harry (Bucky) Petersen. Colonel Petersen, Chief of Staff at the Marine Corps Recruiting Depot in San Diego, presented the Marine's Achievement Award to Ben on January 20, 1998. Looking on is the base bulldog mascot. Today, Ben is a student at San Diego State University.



Bridget Duffy created this memento, *Priorities*, and gave it to her father on Father's Day, 1995. It reads: "A hundred years from now, it will not matter what my bank account was, the sort of house I lived in, or the kind of car I drove . . . , but the world may be different because I was important to the life of a child." Front row (left to right) are Brian, Michael, Linda, Bethany and Brad. Second row are Brendon, Benjamin, Bridget, and Brianna.

Ben Duffy's Accident

1997 proved to be a challenging year for the Duffy family. After Michael and Linda's second oldest son, Benjamin (Ben), suffered a spinal cord injury and paralysis in an automobile accident, Michael and Linda focused their time and energy on family and on Ben's recovery. Ben was a Lance Corporal in the Marines at the time of the accident. He was based in 29 Palms, California, and had served in Okinawa and Korea before coming back stateside to perform his duties as a computer network administrator.

On May 23rd Ben was riding in a four-runner SUV (with his seat-belt on) when it flipped and rolled. He was the only rider severely injured. "Linda and I were with Ben (in California) for three-straight weeks after the accident," Michael recalled. "It was either one, or both of us, or one of the kids that stayed with him through September. Linda and I continued to travel there until February [1998] when Ben was discharged and moved into an apartment."

"I think Ben's accident changed all of us," his sister, Brianna, remembered. Ben remained very mentally strong and kept his sense of humor during his rehabilitation period. "It was a bonding experience for our family with everyone needing to pitch in. It made our family appreciate the ability to visit Ben on a regular basis and be a support system in such a time of crisis."

Ben was promoted to Corporal prior to his discharge. He is studying Economics at San Diego State University. Graduate school and the desire to become a college professor are in his future plans.





February 6, 1998, was moving day from downtown Davenport to Per Mar Centre on 1910 East Kimberly Road. Mayflower helped transport office equipment and furniture. Dean Guyette worked for months planning the relocation of people and office supplies in the new facility.

Opposite page: Mayor Phil Yerrington (to the right of Michael Duffy, CEO) officiated at the ribbon-cutting ceremony at the new corporate headquarters. The Davenport Chamber of Commerce Diplomats accompanied him.

CHAPTER 7

1998–2003

“[T]he only foundation of real business is service.”

—Henry Ford

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Moving the Company Forward

he “Great Per Mar Move” finally happened. For months Dean Guyette had planned the relocation of employees and their offices into the new facilities at 1910 East Kimberly Road. February 6, 1998, the Mayflower moving truck pulled up to the West Second Street facility and loaded everything for the ride to Kimberly Road. The new Per Mar Centre became home for Per Mar’s administration, accounting, human resources, sales, and marketing departments. For the first time in the company’s history, the corporate office was totally separate from the branch operations. The move heralded a number of changes.



BEHIND EVERY GREAT MAN . . .



As Michael Duffy's administrative assistant for eight years, Deb Pontsler has heard and seen many things. She offered some thoughts on her tenure with Per Mar.

"Soon, I will be celebrating my tenth anniversary as part of the Per Mar family. I have heard all the stories about how the business came to be through the

visions of John and Eleanor Duffy. But what has stood out most for me is the desire of the company to remain as much of a 'family' as possible. It's tough when we're just shy of 2,000 employees in our nineteen branches. With the current leadership team, however, the feeling of family has been brought to the forefront yet again. Employees are viewed as an asset, not a liability, and are treated with respect. The people I work with are people just like you and me. We have families, dreams, and truly care about the individual that works in the cubicle in front, along side, or behind, or maybe even work down the hall, or at a different branch. Our employees are committed to our communities and strive to make a difference through fund-raisers, walks, etc."

Deb continued, "As for the future of Per Mar, I can only see that greater things are yet to be. We as a company will strive to continually improve the level of service to our customers. With future acquisitions around every corner, more happy customers and contented employees are on the horizon."

Sherri Behr was Michael Duffy's assistant when she worked for Per Mar from 1976 to 1982. Sherri now owns her own business and is a private investigator. "I can't say enough about how supportive Mike was to me and how important the training I received was to my future career," she said. "I've never had a job since where I felt such a part of the company. It was a wonderful, fun experience."

Sherri remembered John and Eleanor as very personable and down-to-earth. "They were always working very hard. They just kept growing the business and they knew how to run it," she recalled. "Mike was always active in the community. He was active in Dad's Clubs and had a good relationship with people in the community. Mike's great at maintaining relationships with people."



Patti Nebinger, Bill Jackson's administrative assistant, has been with Per Mar almost eighteen years and has seen many changes. "I remember when we used to have two dispatchers per shift in the Central Station. Now, we've got at least five to six per shift." Patti also remembered the key boxes and doing inventory of the many keys maintained for business and residential customers. "We had to make sure and account for each and every key. It took most of the morning to inventory those boxes. Now, I believe we have key boxes on the outside of customers' homes."

Commenting on the new corporate headquarters on Kimberly Road, Patti said, "It was a big move from a small downtown office to a new three-story building. I think it gives Per Mar a much better image." She expressed her pride to be part of a company that has grown to be one of the industry's largest through the acquisition of alarm and security officer companies throughout the Midwest. "We keep moving forward. Our great leadership, along with new technology, makes Per Mar Security Services a desirable company for both customers and employees."



Michael Duffy and Per Mar hosted NCISS, the National Organization of Private Investigation and Security Industry at the Radisson Hotel in Davenport in 2000. Far left top: Deb Pontsler (conference coordinator) finalizes the details for the NCISS conference.

Left: James Leach (Republican Congressman) served as a keynote

speaker at the NCISS conference.

Below left: Michael Duffy (President of NCISS) served as Master of Ceremonies at the 2000 conference.

Opposite page top: In its Friday, February 15, 2002, issue, The Leader announced that Michael had been named honorary O'Scott County Blarney Ball chairman. Proceeds from the event went to the Center for Active Seniors, Inc. (CASI) in Davenport.

Opposite page middle: At the NCISS conference, Michael received the John J. Duffy Memorial Achievement Award. Standing from left: Michael Duffy, Gary Kutty, Vince Ruffolo, and Eddy McClain who served as the Legislative Co-Chair.

Opposite page bottom: In addition, Michael received the Wayne Wunder Award, established in 1987 to annually recognize a security or investigative professional who has given their "all" to the profession, working behind the scenes to get the job done. Phillip Wunder, son of Wayne Wunder, presented the award to Michael.

Duffy named honorary Blarney Ball chairman

Michael L. Duffy, Davenport, chairman and CEO of Per Mar Security Services, has been named honorary chair for the "O'Scott" County Blarney Ball.

The ball is 6:30 to 9:30 p.m. Thursday, March 14, in the Gold Room of the Rhythm City Casino's Hotel Blackhawk in Davenport.

"I'm honored to be their honorary chair for the Blarney Ball," says Duffy. "With a name like Duffy and my Irish heritage, it seems to be a fitting tribute."

The Blarney Ball kicks off a St. Patrick's Day weekend extravaganza of events that include the annual Iowa-Illinois St. Patrick's Day Parade and a Health and Fitness Expo.

Besides Celebrity Blarney Boosters, the ball will feature

music by Joe Nobiling and O'Malley's Luck, Irish step dancing demonstrations, a silent auction and a live auction by Comedy Sportz.

'With a name like Duffy and my Irish heritage, it seems to be a fitting tribute.'

Michael L. Duffy, honorary Blarney Ball chairman

Tickets cost \$40 per person. All proceeds will benefit the Center for Active Seniors Inc. (CASI), Davenport. For tickets or information, call Tracy at (563) 386-7477.

Sponsors include the Riverboat Development Authority



Michael L. Duffy

and media sponsors, KWQC-TV6, Mix96, The Dispatch, The Rock Island Argus and The Leader.

The Leader, Friday, February 15, 2002





A new automation system—the Genesis System—was installed in December of 1997. This system affected every Per Mar branch office. Employees saw changes in billing, Central Station monitoring, inventory, service, lead tracking, and order entry. Because of stringent UL standards, Per Mar consolidated seven monitoring locations into one state-of-the-art Central Station located at Per Mar Centre.

A cellular radio network, RadioNet, provided instant communication between business, home, and the Central Station. The sophisticated network system monitored transmitters. Cellular communication eliminated telephone-line dependence, an inherent weakness in alarm systems. The RadioNet transmitter covered for lines downed by Mother Nature’s whims or by human intent. A Wide Area Network (WAN) was also implemented, connecting calls between branches to reduce costs for long-distance calls.

More progress came with the sale of the fire protection business in 2001. “We decided to sell so we could concentrate on our core business,” said Michael. “We sold it to Getz Fire Protection from Peoria. I’ll always remember that we agreed to the deal on September 11, as we watched the World Trade Center attacks.”

A New Face at Per Mar—Mike Simpson

Michael J. Simpson, vice president of finance/administration and chief financial officer (CFO), joined Per Mar in June of 1998. His prior employment was a good fit for Per Mar. He had domestic and international business travel experience and work in acquisitions. He had visited operations that were not performing very well. Ac-

Per Mar Security Services mobile patrol vehicles are state-of-the-art. Art Smith joined Per Mar on October 29, 1997, and is a field supervisor.



PER MAR EMPLOYEE CHARITY FUND



Per Mar is a major sponsor of the Student Hunger Drive. The annual event was founded in 1985 by Pete and Mary Pohlman of Davenport.

Per Mar's owners and employees have a long history of investing dollars in the communities where they have offices. John and Eleanor donated huge amounts of time and significant dollars to Catholic organizations and schools, civic associations, and community needs. (John, in the early 1950s, gave to as many as five churches at once.) John and Eleanor gave from their personal pockets and from the corporate giving program.

In the mid-1970s employees collected funds and a committee administered gifts. Because the company had branches in seven states, gifts often were given in communities other than the Quad Cities. Designated beneficiaries included the American Cancer Society in Davenport, Des Moines, and Rockford. Of course, the American Diabetes Association and the Joslin Diabetes Foundation received cash, and so did the Assumption Advancement Fund.

A number of organizations supported Per Mar founders' and leaders' faith, family, and service philosophies: Birthright, Boy Scouts of America, Camp Abe Lincoln, Davenport Visiting Nurse Association, Franciscan Brothers, Handicapped Development Center, Heritage House Recreational, and Iowa Society for the Prevention of Blindness. Other groups also benefited from Per Mar donations: Jaycee Santa, March of Dimes, Marycrest College, Mental Health Group, Muscular Dystrophy Association, Putnam Museum of History and Natural Science, Quad-City Women's Center, Rock Island Rescue Mission, Rock Island Visiting Nurse Association, St. Katherine/St. Mark's, Salvation Army, Scott County Mental Health, the Sunshine Fund of the Rotary Club, Tri-City Symphony, and the United Way.

In 1980 many of the same organizations received money from the fund in addition to Per Mar's support of newcomers: Junior Achievement of Des Moines, Junior Theatre, and the Miss Iowa Scholarship Program.

Per Mar employees continue to give back through corporate programs, primarily through food drives and special projects. The Student Hunger Drive was one of these special projects.

In 1993 the drive netted a total of 193,975 pounds of food valued at approximately \$387,950 for the Riverbend Area Foodbank. Per Mar served as co-sponsor for the annual event, founded in 1985 by Pete and Mary Pohlman of Davenport. The Davenport branch employees collected more than 500 food items for distribution to the needy. The project became an annual project for Per Mar employees who collected food items. "Since the Charity Fund began, Per Mar and its employees have contributed over \$250,000 to charitable and nonprofit organizations," said Liz Green, then director of personnel and chairman of the fund. In 1993 twenty-nine organizations benefited from Per Mar's fund. In 2000 the goal of collecting 1,800 items for the food drive resulted in 3,046 items.

Jennifer Lohman, director of Per Mar's human resources since 1998, affirmed that Per Mar employees continue to help with judging and serving pizza for the Student Hunger Drive. Donations from employees assist many other charities as well. "Fund disbursement is made primarily through requests to a committee," Jennifer said. "Our branches definitely have a voice and are able to say, 'we want to support a particular cause,' whatever it might be."



According to Mike (Simpson), his visits were about “understanding what was going on (why they weren’t meeting their performance target) and working with general managers to figure out what they needed to be doing differently.”

Acquisitions became a major part of his job. “Since I’ve been here, we’ve done two multi-million dollar acquisitions.” The acquisition in Wausau, Wisconsin, in February of 2000, created that branch. Another acquisition in February of 2001 included Duluth, Minnesota, and a branch in North Dakota. “And we’ve done a number of other smaller transactions.”

Mike Simpson’s responsibilities now encompass all “the administrative and financial part of the business, including our Central



Station . . . which is a key part of our operations.” He continued, “I’m very optimistic about what we’re doing. It all comes down to people. You have to have the right people. And if you have the right people, get great people, and get them in the right place, all the rest will fall into place.”

Mike (Simpson) added, “Mike (Duffy) has a genuine concern for people in this organization. If we do something in benefits or compensation it shows our folks that they’re important to us. It shows they mean a lot to the company. There are employees who have been with the company for a long time—ten, fifteen, twenty, twenty-five years. Last year a lady retired, Barb Walton, who had been here thirty-three years.”

Another New Face—William E. Jackson

William E. (Bill) Jackson was hired as executive vice president and chief operating officer (COO) of Per Mar Security Services in November of 1999. In that role, his responsibilities included physical security, electronic security, fire protection divisions, and Midwest Alarm Services.

“Per Mar is a unique organization in several ways,” Bill said. “The company offers a full range of services. Most other companies, the vast majority, do not. They’re either in the electronic security alarm business or the security officer business, but there are very few that do all of those well. There may be a local provider in one market, or maybe two, but across a wider region, and certainly across the country, nobody does that.”



Michael J. Simpson, Vice President of Finance/Administration and CFO, joined Per Mar in June 1998.

Jennifer Lohman has been the director of human resources for Per Mar since 1998.

Retired employee, Barb Walton, had been with Per Mar for thirty-three years.

MIDWEST ALARM SERVICES

Midwest Alarm Services based in Des Moines is a wholly-owned subsidiary of Per Mar. This award-winning company—growing, profitable, respected—is staffed with employees who are experts in their industry. Midwest's territory includes all of Iowa, sixteen counties in western Illinois, and thirty counties in northern Wisconsin. Branch offices are located in Des Moines, Cedar Rapids, and the Quad Cities. Part-time sales representatives serve the Eau Claire and Wausau markets in Wisconsin. Customers include Drake University, Iowa State University's Physical Plant Division, the Marriott Savery Hotel, Equitable Insurance, Mid American Energy, Rockwell International, the University of Iowa's Physical Plant Division and Residential Halls, and Qwest.

Dustin Smyth, President of Midwest Alarm Services/Per Mar, began his tenure with the company as General Manager on May 12, 1998. He was promoted to Vice President a year later and became President two years after that.

For many good reasons, Michael Duffy and Per Mar acquired Midwest Alarm Services on January 1, 1998. As a growing and profitable company, Midwest employed many respected fire alarm system experts. This business also served as a consultant resource to the Per Mar Electronics employees when they were selling fire alarm systems, a benefit to both companies.

Midwest Alarm Services has been one of the longest running Notifier fire alarm system dealers (1964 to date) in the United States and has become one of the "top five" largest Notifier dealers. Midwest was named a "Notifier Diamond Distributor." This award was given for successful business growth and active participation in the Notifier program, including training sessions and other learning opportunities extended by the manufacturer. In September 2003 Midwest was named the Notifier dealer of the year, an annual award given to the top dealer worldwide.

"Per Mar understands that Midwest is a niche business in a specialized market," Dustin Smyth said. "We sell our equipment to electrical contractors. Most businesses that enter this market don't understand how the market works and how the buying decisions are made. The members of the Per Mar management team have taken the time to learn how this market works and have encouraged growth in this area. This was a critical step for the success of Midwest Alarm Services."

Dustin continued, "I appreciate the corporate support for Midwest provided by the ownership, the management team and the staff at the Per Mar Centre. Having a corporation with a very professional management team, human resources department, accounting department and inventory department has been helpful to a business whose employees want to grow profitably."

From his years in the business Bill knew about the company. "I'd heard about Per Mar; I'd heard about its reputation. So it was a real treat for me to finally get to meet Duffy. It's unique from a security industry perspective. It's tightly focused; it has a great history, and a great reputation."

When Bill met Mike Duffy, Bill was impressed with Mike's priorities. "First, his faith; second, his family and friends; and, third, the business. Those lined up with what's important to me, and where I put my priorities." Once he arrived and spent time with Mike, Bill realized "we have a real unique opportunity here to do something that has not been done before. That is to be that 'One Company, One Call, One Solution,' one-stop shop for comprehensive service for our customers."



William E. Jackson joined Per Mar in November, 1999, as Executive Vice President and Chief Operating Officer. He was promoted to President and Chief Operating Officer eighteen months later.

PER MAR SECURITY SERVICES ADVISORY BOARD



The Per Mar Board of Directors pose with Advisory Board members Steve Chapman and Dave Steil. Standing from left: Steve Chapman, Dean Guyette, and Dave Steil. Linda and Michael Duffy are seated.

In early 2001, it became apparent to Michael that he needed help seeing the “forest through the trees.” Over the years he had attended seminars, heard speakers, and read articles on the importance of an outside board if a company wanted to continue growing. Family-owned companies in particular needed an outside board if they wanted to remain independent.

Michael thought more structure in the management reporting system would be beneficial to employees and customers. He asked three individuals—Steve Chapman, Dave Steil, and Bob Williams—to serve in the capacity of an Advisory Board and meet quarterly. They agreed, and Michael began orienting them about the business.

Michael had worked on various community projects with Dave Steil and knew him when he was a partner at McGladrey Pullen. He thought Dave would be beneficial because he was a non-family president in a family organization—Fidlar Printing Company, of Davenport, Iowa.

“Steve Chapman is one of the most successful business people in the state of Iowa,” said Micheal. Steve grew his company, ITA Group, substantially in his ten years as a President of an ESOP company (employee stock ownership). “Steve brings a different perspective. He’s a very numbers driven kind of guy,” continued Michael. Steve is slated to enter the Iowa Business Hall of Fame.

Bob Williams and Michael crossed paths in many civic and philanthropic organizations. Bob worked in a variety of businesses over the years. He no longer serves as a board member.

“My decision to add an Advisory Board was one of the best things that I have done,” Michael said. “It caused everyone on our management

team, me included, to want to look good at the next quarterly Advisory Board meeting. I have appreciated their service, wisdom, and input and I’m sure the other members of our management team have enjoyed that also.”

Steve Chapman offered some thoughts on the company. “Over the last fifty years Per Mar has grown from a hometown company providing local security officer services to a highly respected full-service regional security services company. That growth has been made possible by a commitment to provide the finest service available in the industry. Because of Per Mar Security’s service levels over the years [Per Mar was] requested to handle security for their customers in other parts of the country. The leadership of the company has always understood the absolute necessity in putting the customer in the forefront of every decision made. It has been the customer that has led the company into developing the depth of security services it possesses today.”

Steve continued, “With growth, many companies lose sight of the importance of customer relationships. While some companies begin to view their customers’ value as sales and profits, Per Mar has always understood their job to consistently earn those sales and profits through service. The company is sensitive to how it is viewed by not only their customers, but the communities they serve, their suppliers, and most importantly, the employees that drive its success.”

Steve closed with the following prediction, “Based on the values and beliefs that exist within the Per Mar organization, I am confident that, while a milestone, their fifty-year anniversary will be viewed as a celebration of the great things to come in the future.”

In May 2003, *SDM Magazine (Security Distribution and Management)* featured Per Mar Security and Research Corp. Bill Jackson (left) served as spokesman (shown here with Michael Duffy, Chairman and CEO).



Bill was promoted to President and Chief Operating Officer in July of 2001. The promotion of a non-family member to this role sent a signal within the industry and to the local business community that Per Mar was in the business for the long-haul.

Bill set three goals: First, to ensure that managers achieve the “One Company, One Call, One Solution” at all of the branches. Second, to perpetuate the business so that if a third-generation Duffy comes along, he or she can lead Per Mar. And third, to instill discipline “so that it continues to perpetuate long after Mike and I are not a part of the business. I want to make sure that after I leave here, the place doesn’t skip a beat and people don’t even remember who I am two or three days after I’m gone. The processes and the discipline will have been built into the business all along the way.”

The 2003 Management Team

The management team of 2003 consisted of Michael L. Duffy, chairman and CEO; William E. Jackson, president and COO; Michael J. Simpson, vice president of finance/administration and CFO; Dean A. Guyette, vice president for administration; Jeff McAleer, vice president for physical security; Michael Schneider, vice president and general manager for electronic security; Jennifer Lohman, human resources director; and Blake Finch, vice president, Quad Cities Branch. Dustin Smyth was president of Midwest Alarms based in Des Moines (see sidebar page 103).

Michael Schneider was one of the newest additions to the Per Mar executive team in 2003. His responsibilities included managing sales, service, and overall operations of the electronic divisions in nineteen branches. “Five years out this company should be five times larger than it is now, potentially ten times larger, depending on acquisitions, we could achieve that,” he predicted. Mike (Schneider) based his statements on Per Mar’s long-term history of growth. “We want to see people have more opportunities personally and professionally. We want to provide



Michael Schneider, Vice President and General Manager of Electronic Security, became a Per Mar employee in June 2003.

more service to our customers as well as be a better participant in our communities.”

“Per Mar is a great place to work,” Jeff McAleer said. “The philosophy Mr. Duffy conveys is one of taking care of our customers with a small town mentality that means caring about each one as if he or she were the only one. Even though Per Mar continues to grow and is one of the largest full-service security providers in the country, we maintain a sense of urgency regarding the services that we provide. Per Mar operates like a big family and we care about the success and fulfillment of each individual employee.” Jeff concluded, “I am glad to know that there are companies that still exist today that can operate on a large scale without the ‘big company’ mentality. Per Mar is one of those companies.”

The Per Mar executive and management teams are the best they’ve ever been, according to several area businessmen. The company’s leadership team includes: Jennifer Lohman, Human Resources; Michael Duffy, Chairman and CEO; Bill Jackson, President and COO; and Michael J. Simpson, CFO. Standing (left to right) are Michael Schneider, Vice President and General Manager, Electronic Security; Jeff McAleer, Vice President and General Manager, Physical Security; Dustin Smyth, President, Midwest Alarms; and Dean Guyette, Vice President, Administration.





General Managers and Corporate Support Staff represent all branches of the corporation and include (left to right): Front row, Nancy Hall, Quincy; Cris McNeal, Accounts Payable; Barb Goettig, Payroll, Billing; Craig Steinkraus, Duluth/Grand Forks; Laura Moser; Brad Tolliver, Rockford; and Sarah Gebaurer, Cedar Rapids. Second row, Dick Niemi, Eau Claire/Wausau/Green Bay; Bill Jackson, President/COO; Steve Sabatke; Tom Montalbano, Chicago; Gene



Hoth, Quad-Cities; Blake Finch, Vice President, Quad-Cities; Dean Guyette, Vice President, Administration; and Mike Schneider, Vice President and General Manager. Third row, Rick Nosek, Rockford; Clint Schaefer, Racine; Tim Smith, Credit/Purchasing; Michelle Vieger, Order Entry; Jennifer Lohman, Human Resources; Dory Walker, Central Station Manager; Randy Mulder, Des Moines; Mike Simpson, Vice President of Finance/ Administration and CFO; Todd Parman, Regional Manager, Central Iowa; and Tom Thacker, Des Moines/ Fort Dodge. Fourth row, Dustin Smyth, President, Midwest Alarms; Dale Stefes, Madison; Chuck Laitinen, Twin Cities; Dave Mallard; Ken Nerison, Wausau; Jeff McAleer, Vice President and General Manager, Physical Security; Tony Kovach, Eau Claire and LaCrosse; Tom Wells, Manager, Electronic Security; and Mike Bauer, Janesville.

Jeff McAleer, Vice President and General Manager, Physical Security, grew up as a neighbor to the Duffy family. He remembers many life lessons that John Duffy shared with him during his childhood.





Michael Duffy, Deba Leach (Mrs. James Leach), and Linda Duffy shared a few moments in early 2000 with George W. Bush, the President of the United States.

Below left: It was a fitting honor in June 2003 when Michael Duffy was included among twenty-five “Movers and Shakers: Leaders making an impact on our community” in the *Quad-City Business Journal*, a supplement to the *Quad-City Times*, published by Lee Enterprises.



Below right: Michael Duffy dedicated the building at 425 West Second to Community Health Care (CHC) in his parents' names in mid-2003. With Michael is Jim Stewart, President of CHC.

DERBY DAY

The Duffys' love of community reflected their love for family. While their work ethic was great, they had a deeper, greater affinity that became part of the Duffy legacy. The Duffys recognized the importance of spending time with others—especially with family.

Jeff McAleer, vice president and general manager of physical security at Per Mar, grew up in Davenport's Iowa Street neighborhood and retained many fond memories of events with the Duffy family. They celebrated July 4 at the home of John and Eleanor and joined impromptu family picnics at Fejervary Park.

“One of the events that I remember best was a time when I was asked to grab one of my buddies and help rake leaves at John and Eleanor's house,” Jeff said. “My friend and I showed up on Saturday and spent

a couple of hours raking in the yard. At one point, John appeared in the doorway and called for us to come into the house. He seemed to have a sense of urgency, and we hustled in to see what was needed.”

Jeff continued, “Much to our surprise, John asked us to grab a seat in front of the television. It was ‘Derby Day’ and the Kentucky Derby was about to start. John said that it just wasn't right to be out in the yard working when an important event like this was on the television. We had never had much interest in horse racing prior to this, but to this day, both my buddy and I remember this story every Derby Day. It was not so much the importance of the Kentucky Derby. John was showing us that even when there is work to be done, you can't forget to enjoy the other parts of life including taking time out for your family.”

EPILOGUE

“Twenty-five years go swiftly and [we are] looking forward to the next twenty-five years. We would like to extend an invitation to all here gathered to reassemble on October 31, 2003, God willing.”

*—John & Eleanor Duffy
25th Anniversary Celebration
October 31, 1978*

Because they were so well acquainted with the success of Michael Duffy and Per Mar, two local banking leaders predicted the future. Jeff Lockwood, senior vice president of US Bank’s commercial department, handled the Per Mar account for six years. Ken Koupal, president of Quad Cities Metro Region of US Bank, knew Michael Duffy before they became business colleagues in the late 1990s. They were classmates in the 1960s. Both Jeff and Ken attested to sound business decisions and a strong future for the company.

Predictions

Jeff singled out Michael’s reasons for growth. “It’s not about personal wealth. His motivation for growth is to employ more people, not make a lot more money for himself.” Ken talked about Per Mar’s great management team. “It’s the best it’s ever been. And with the advisory board, Mike has brought in outside experts. Mike’s a very good business person and, certainly, his parents were as well, but in different ways. It’s a growing process. As the business grows, he needs to grow also.”

Attorney Curt Beason predicted strong future performance because of Mike Duffy’s strong leadership. “Mike is a force in Iowa business. His ability to assimilate and grow the business is because of his integrity. People respect his judgment, his integrity, and his commitment to the various communities that he serves. That sort of giving back makes his company successful.”

Jay Ingram also pointed to a bright future because of Per Mar’s community base. “I don’t think the motivating reason is business and profitability, but because you think you can do a good job and can make a difference,” he said. “Community service is important, but a personal commitment also is important.”



The View from the Top

John and Eleanor Duffy made a difference in the security and research industries that will be forever remembered. Their children are all successful and leading productive lives in their own fields. Michael, CEO of Per Mar and a real estate investor, sits on six boards of directors, both corporate and educational. Patricia is president of Personal Marketing Research, Inc. and is an active volunteer on a number of boards for philanthropic organizations. Dennis is head of his own law firm, an executive member of the American Academy of Estate Planning Attorneys, and a member of its board of governors. By all accounts, the future looks bright and prosperous for these three entrepreneurs and for Per Mar, based on acquisitions and consolidations that increase market share and corporate growth centered in the Midwest.

Life is good, and Per Mar is ready to face the future at the top of its game.

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APPENDIX



Per Mar Centre employees with ten or more years of service include: front row (left to right) - Debbie Nebinger, Barb Goettig, Marilyn Wilmington, Dory Walker, and Michelle Vieger. Back row (left to right): Dean Guyette, Karl Lough, Marcia Barten, Patti Nebinger, Michael Duffy, and Blake Finch.

PER MAR SECURITY SERVICES
OCTOBER 2003 EMPLOYEE ANNIVERSARIES

Per Mar is proud to recognize its long-time, loyal employees.

36 Years

Executive	Michael Duffy	Chairman/CEO	Hired 06/04/67
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31 Years

Quad Cities Branch	Steve Jackson	ARO	Hired 05/21/72
Quad Cities Branch	Kenneth Dennis	Phys Security Officer	Hired 10/06/72

30 Years

Per Mar Centre	Barbara Goettig	Accounting Manager	Hired 08/27/73
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29 Years

Quad Cities Branch	Craig Ringgenberg	Phys Security Officer	Hired 01/09/74
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26 Years

Quad Cities Branch	Gary Skinner	Technician	Hired 10/04/77
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25 Years

Quad Cities Branch	Dorothy Pippert	Phys Security Officer	Hired 01/24/78
Quad Cities Branch	Blake Finch	VP/General Manager	Hired 10/27/78

24 Years

Executive	Dean Guyette	VP Admin.	Hired 09/24/79
Quad Cities Branch	Nicholas Neilssen	Ops Manager	Hired 10/25/79
Quad Cities Branch	George Grems	Phys Security Officer	Hired 12/13/79
Per Mar Centre	Karlheinz Lough	Purchasing	Hired 12/20/79



Above: Rockford branch employees with ten or more years of service include: front row (left to right): Roland Williams and Paul Downey. Back row (left to right): Teresa Harris, Brad Tolliver, Julie Howell, and Michelle Schutt.



Right top: Cedar Rapids branch employees with ten or more years of service include: Don Wilson. Missing: Tom Scalise.

Right: Des Moines branch employee with ten or more years of service: Ron Gibson.



Below: Quad City branch employees with ten or more years of service include front row (left to right): Ken Dennis, Ernest Evans, Steve Jackson, Vera Howard, Patty Brown, Marion Tatman, Harlan Ziegenhorn, and Steve Jackson. Back row (left to right): Gene Hoth, Paul Bruss, Craig Ringgenberg, Jim Dickerson, Larry Murphy, John Sandell, Jim Brown, Jerry Vieger, David Knutsen, Steve Murrell, Nick Neilssen, and Tom Tatman. Missing: Dorothy Pippert, George Grems, Michael Catour, Arthur Farrance, Danny Connell, and Ramon Borunda.



Right: Quad City branch employees with ten or more years of service include (left to right): Lee Broderson, Greg Reynolds, and Gary Skinner.



23 Years

Quad Cities Branch	James Dickerson	Phys Security Officer	Hired 02/06/80
Per Mar Centre	Dory Walker	General Manager	Hired 02/21/80
Quad Cities Branch	Marion Tatman Jr.	Project Manager	Hired 08/27/80

22 Years

Quad Cities Branch	Jerry Vieger	Technician	Hired 07/17/81
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21 Years

Quad Cities Branch	Bruce Hendricks	ARO	Hired 10/08/82
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20 Years

Quad Cities Branch	Donald Broderson	Technician	Hired 04/05/83
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19 Years

Des Moines Branch	Robert Harper	ARO	Hired 02/17/84
Quad Cities Branch	Steven Murrell	Technician	Hired 10/16/84

18 Years

Per Mar Centre	Debbie Nebinger	CS Data Entry	Hired 01/25/85
Madison Branch	Michael Harris	Technician	Hired 02/25/85
Des Moines Branch	David Church	Technician	Hired 06/20/85
Quad Cities Branch	Eugene Hoth	General Manager	Hired 08/19/85
Madison Branch	Patrick Shelton	Phys Security Officer	Hired 08/21/85
Quad Cities Branch	Patricia Brown	Service Dispatch	Hired 12/26/85

17 Years

Quad Cities Branch	Michael Catour	Phys Security Officer	Hired 04/30/86
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16 Years

Des Moines Branch	John Krueger	Phys Security Officer	Hired 06/22/87
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15 Years

Quad Cities Branch	David Knutsen	Technician	Hired 01/03/88
Quad Cities Branch	James Brown	Technician	Hired 01/11/88
Quad Cities Branch	Ernest Evans	Phys Security Officer	Hired 04/07/88
Chicago Branch	Bruce Apgar	Phys Security Officer	Hired 05/14/88
Rockford Branch	Teresa Harris	HR Specialist	Hired 06/01/88
Rockford Branch	Julie Howell	Office	Hired 06/01/88
Rockford Branch	Brad Tolliver	General Manager	Hired 06/01/88
Rockford Branch	Roland Williams III	Technician	Hired 06/01/88
Des Moines Branch	Bernie Blakeman	Technician	Hired 08/01/88
Rockford Branch	Paul Downey	Technician	Hired 08/15/88
Chicago Branch	Willie Ross	Phys Security Officer	Hired 10/08/88

14 Years

Quad Cities Branch	Steve Jackson	CSR	Hired 03/13/89
Per Mar Centre	Marilyn Wilmington	CS Supervisor	Hired 03/28/89
Cedar Rapids Branch	Thomas Scalise	Phys Security Officer	Hired 10/01/89
Cedar Rapids Branch	Don Wilson	Phys Security Officer	Hired 10/01/89

13 Years

Des Moines Branch	Bob Fogg	Phys Security Officer	Hired 03/08/90
Quad Cities Branch	John Sandell	Technician	Hired 06/01/90
Per Mar Centre	Marcia Barten	Accounting	Hired 06/04/90
Quad Cities Branch	Vera Howard	Receptionist	Hired 08/27/90
Des Moines Branch	John Chappell	Shift Supervisor	Hired 09/10/90
Des Moines Branch	Jack Ricketts Jr.	Phys Security Officer	Hired 11/01/90
Per Mar Centre	Michelle Vieger	Order Entry Manager	Hired 11/26/90

12 Years

Quad Cities Branch	Harlan Ziegenhorn	Phys Security Officer	Hired 01/18/91
Dubuque Branch	Thomas Kane	Phys Security Officer	Hired 03/17/91
Dubuque Branch	Orville Yager	Phys Security Officer	Hired 03/17/91
Quad Cities Branch	Arthur Farrance	Phys Security Officer	Hired 04/11/91
Quad Cities Branch	Thomas Tatman	Payroll Specialist	Hired 06/12/91
Quad Cities Branch	Gregory Reynolds	CSR	Hired 08/19/91



Des Moines branch employees with ten or more years of service include (left to right): David Church and Bernie Blakeman.



Des Moines branch employees with ten or more years of service include front row (left to right): Donna Mulder, Harry Cronin, and Randy Mulder. Back row (left to right): Robert Harper, Jack Ricketts, and Bob Fogg. Missing: John Chappell and John Krueger.



11 Years

Eau Claire Branch	Thomas Gutsch	Technician	Hired 02/01/92
Eau Claire Branch	Randall Slaby	Sales	Hired 02/01/92
Des Moines Branch	Harry Cronin	Phys Security Officer	Hired 03/10/92
Des Moines Branch	Randall Mulder	General Manager	Hired 05/04/92
Quad Cities Branch	Paul Bruss	Sales	Hired 06/15/92
Des Moines Branch	Allan Watnem	Phys Security Officer	Hired 12/30/92

10 Years

Quad Cities Branch	Ramon Borunda	Phys Security Officer	Hired 07/01/93
Rockford Branch	Michelle Schutt	Office	Hired 09/14/93
Quad Cities Branch	Lawrence Murphy	Phys Security Officer	Hired 09/15/93
Per Mar Centre	Patricia Nebinger	Administrative Assistant	Hired 09/15/93

9 Years

Quad Cities Branch	Robert Hansen	Phys Security Officer	Hired 02/03/94
Des Moines Branch	Cletus Thelen	Phys Security Officer	Hired 05/16/94
Madison Branch	Mark Pigott	Phys Security Officer	Hired 07/03/94
Quad Cities Branch	John Thomas	Phys Security Officer	Hired 08/18/94
Des Moines Branch	Roger Dee	Phys Security Officer	Hired 10/28/94
Quad Cities Branch	Jimmie Riddles	CSR	Hired 11/08/94
Quad Cities Branch	Pannell Bobby	Phys Security Officer	Hired 11/11/94
Quad Cities Branch	Robert Dvorak	Technician	Hired 11/21/94
Quad Cities Branch	Dana Denklau	Phys Security Officer	Hired 12/01/94

8 Years

Chicago Branch	Thomas Sicinski	Phys Security Officer	Hired 01/18/95
Des Moines Branch	Khemphet Thyvara	Technician	Hired 01/24/95
Rockford Branch	Jeffrey Bingheim	Technician	Hired 01/29/95
Per Mar Centre	Debbie Pontsler	Administrative Assistant	Hired 02/13/95
Quad Cities Branch	Donald Harrell	Phys Security Officer	Hired 04/17/95
Quad Cities Branch	David Gordon	Phys Security Officer	Hired 04/28/95
Des Moines Branch	Lucinda Britt	Phys Security Officer	Hired 07/13/95
Madison Branch	Donald Wanta Jr.	Technician	Hired 07/24/95
Eau Claire Branch	Anthony Kovach	General Manager	Hired 08/14/95
Quad Cities Branch	Frank Harbiger	Phys Security Officer	Hired 09/01/95
Racine Branch	Bruce Brewer	Phys Security Officer	Hired 09/15/95
Racine Branch	Gail Ford	Phys Security Officer	Hired 09/15/95
Quincy Branch	Denison Tadlock	Phys Security Officer	Hired 09/17/95
Racine Branch	Jeff Thomas	Phys Security Officer	Hired 09/30/95
Omaha Branch	Robin Rhodes	Phys Security Officer	Hired 10/13/95
Madison Branch	David Wilson	Ops Manager	Hired 10/30/95
Chicago Branch	Tom Leone	Phys Security Officer	Hired 11/16/95

8 Years cont.

Quad Cities Branch	David Kastler	Phys Security Officer	Hired 11/27/95
Des Moines Branch	Donald Kepler	Phys Security Officer	Hired 11/29/95

7 Years

Madison Branch	Newell Gustafson	Phys Security Officer	Hired 01/11/96
Quad Cities Branch	William Walker	Phys Security Officer	Hired 01/20/96
Rockford Branch	Kenneth Rinehart	Phys Security Officer	Hired 01/30/96
Rockford Branch	John Boyles	Phys Security Officer	Hired 02/01/96
Per Mar Centre	Lisa Moneysmith	Clerical Support	Hired 04/22/96
Des Moines Branch	Su McKeever	Phys Security Officer	Hired 04/25/96
Quincy Branch	Gary Sturgeon	Phys Security Officer	Hired 05/01/96
Quincy Branch	Keith Jones	Phys Security Officer	Hired 05/12/96
Des Moines Branch	Rex Ross	Phys Security Officer	Hired 06/10/96
Quad Cities Branch	Gregory Leedle	Phys Security Officer	Hired 06/20/96
Racine Branch	Ray Szlagowski	Phys Security Officer	Hired 07/07/96
Quad Cities Branch	Kevin Link	Install Supervisor	Hired 07/08/96
Rockford Branch	Charles Stauber	Material Handler	Hired 07/08/96
Madison Branch	Hideki Yoshida	Phys Security Officer	Hired 08/19/96
Racine Branch	George Burman	Phys Security Officer	Hired 08/29/96
Cedar Rapids Branch	John Franks	Phys Security Officer	Hired 08/29/96
LaCrosse Branch	Nick Hayes	Technician	Hired 09/01/96
LaCrosse Branch	Sandra Hostrawser	Ops Manager	Hired 09/01/96
Madison Branch	Tina D'Agostin	Sales	Hired 10/01/96
Rockford Branch	Richard Rotello	Technician	Hired 10/01/96

6 Years

Des Moines Branch	Fred Christensen	Phys Security Officer	Hired 01/05/97
Quad Cities Branch	Jerry Brinker	Phys Security Officer	Hired 01/16/97
Des Moines Branch	Charles Sullivan	Phys Security Officer	Hired 01/18/97
Quad Cities Branch	Gretchen Goettig	HR Specialist	Hired 01/28/97
Wausau - PS Branch	John Louden	Phys Security Officer	Hired 01/30/97
Wausau - PS Branch	Michael Bogue	Phys Security Officer	Hired 02/01/97
Wausau - PS Branch	Robert Burns	Phys Security Officer	Hired 02/01/97
Wausau - PS Branch	Donald Estolas	Phys Security Officer	Hired 02/01/97
Wausau - PS Branch	Pearl Mertens	Phys Security Officer	Hired 02/01/97
Wausau - PS Branch	Nancy Munson	Phys Security Officer	Hired 02/01/97
Quincy Branch	Kathy Kent	Nurse	Hired 02/25/97
Omaha Branch	Paul Carlson	Phys Security Officer	Hired 03/01/97
Omaha Branch	Don Lawson	Phys Security Officer	Hired 03/01/97
Per Mar Centre	Timothy Smith	Credit/Purchasing Manager	Hired 03/10/97
Rockford Branch	Martin Johnson	Phys Security Officer	Hired 03/17/97

6 Years cont.

Omaha Branch	Dora Lenz	Phys Security Officer	Hired 03/18/97
Per Mar Centre	Amy Arvanis	Order Entry	Hired 04/21/97
Wausau - PS Branch	Richard Andrew	Phys Security Officer	Hired 05/03/97
Per Mar Centre	Kevin Tatum	IT Support	Hired 05/27/97
Cedar Rapids Branch	Lee Bailey	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Danny Branscomb	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Edward Campbell	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Gene Clark	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Leo Crawley	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Raymond Dewitt	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Charles Hartsock	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Lloyd McDole	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Brian Ridenour	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Richard Smith	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Robert Totten	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	George Wilson	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Timothy Winch	Phys Security Officer	Hired 08/01/97
Cedar Rapids Branch	Orlie Workman	Phys Security Officer	Hired 08/01/97
Des Moines Branch	Jerrold Conrad	Phys Security Officer	Hired 08/03/97
Des Moines Branch	Lee Martin	Material Handler	Hired 08/14/97
Dubuque Branch	Ben Greenwood	Phys Security Officer	Hired 08/28/97
Wausau - PS Branch	Phyllis Schwartz	Site Supervisor	Hired 09/02/97
Racine Branch	John Hermann Jr.	Phys Security Officer	Hired 09/04/97
Madison Branch	David Branz	Technician	Hired 10/01/97
Des Moines Branch	Bruce Bruhnke	Phys Security Officer	Hired 10/06/97
Quincy Branch	Howard Smith	Phys Security Officer	Hired 10/08/97
Quad Cities Branch	Arthur Smith	Shift Supervisor	Hired 10/29/97
Quincy Branch	Claudia Shanks	Phys Security Officer	Hired 11/01/97
Per Mar Centre	Elisabeth Nelson	Payroll Specialist	Hired 12/08/97
Cedar Rapids Branch	Jennifer Jansen	Phys Security Officer	Hired 12/15/97
Chicago Branch	Abraham Tato	Phys Security Officer	Hired 12/19/97
Des Moines Branch	George Crouch	Phys Security Officer	Hired 12/22/97
Quincy Branch	Roy Rowlett	Phys Security Officer	Hired 12/22/97

5 Years

LaCrosse Branch	Jeffrey Hudson	General Manager	Hired 01/12/98
Per Mar Centre	Erica Metcalf	CS Dispatcher	Hired 01/27/98
Rockford Branch	Allen Bentley	Technician	Hired 02/02/98
Quincy Branch	Janet Struble	Phys Security Officer	Hired 03/11/98
Des Moines Branch	Murry Kyes	Phys Security Officer	Hired 03/12/98
Quad Cities Branch	Ladonna Vanzuiden	Phys Security Officer	Hired 03/20/98
Madison Branch	Bill Williams	Technician	Hired 03/27/98
Quad Cities Branch	Derek Burkeybile	Phys Security Officer	Hired 05/28/98
Des Moines Branch	Francis Farnsworth	Phys Security Officer	Hired 06/04/98
Executive	Michael Simpson	VP/CFO	Hired 06/08/98
Rockford Branch	Fred Albrechtson Jr.	Phys Security Officer	Hired 06/15/98
Rockford Branch	Jerry Moore	ARO	Hired 06/23/98
Cedar Rapids Branch	Dale Crippen	Phys Security Officer	Hired 07/01/98
Cedar Rapids Branch	Stephen Horan	Phys Security Officer	Hired 07/01/98
Des Moines Branch	Ronnie Long	Phys Security Officer	Hired 07/08/98
Wausau - PS Branch	Guy McClister	Phys Security Officer	Hired 08/08/98
Eau Claire Branch	Al Slaby	Sales	Hired 08/10/98
Quad Cities Branch	Charles Miller	Phys Security Officer	Hired 08/11/98
Rockford Branch	Treno Alonzo	Phys Security Officer	Hired 08/27/98



Madison branch employee with ten or more years of service: Michael Harris.



Des Moines branch employee with ten or more years of service: Al Watnem.



Eau Claire branch employees with ten or more years of service include (left to right): Tom Gutsch and Randy Slaby.



Dubuque branch employees with ten or more years of service include: Tom Kane. Missing: Orville Yager.



**PER MAR SECURITY SERVICES
OCTOBER 2003 EMPLOYEE ANNIVERSARIES:
SPECIAL EVENTS**

Per Mar is proud to recognize its long-time, loyal employees.

18 Years

Madison Branch	Ozzie Stern	Special Events	Hired 08/20/85
Madison Branch	David Taylor	Special Events	Hired 08/20/85
Madison Branch	Duwayne Tietz	Special Events	Hired 08/20/85
Madison Branch	Warren Lyerly	Special Events	Hired 08/21/85
Madison Branch	Roger Oakey	Special Events	Hired 09/07/85

15 Years

Madison Branch	George Prihoda	Special Events	Hired 08/25/88
Madison Branch	Joyce Prihoda	Special Events	Hired 08/25/88

14 Years

Madison Branch	Mary Wachter	Special Events	Hired 08/26/89
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13 Years

Madison Branch	Carol Taplin	Special Events	Hired 08/18/90
Madison Branch	Donald Usher	Special Events	Hired 08/18/90

12 Years

Madison Branch	Kenneth Sadeghian	Special Events	Hired 08/08/91
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11 Years

Madison Branch	Karen Wipperfurth	Special Events	Hired 06/09/92
Madison Branch	Robert Johnson	Special Events	Hired 08/12/92

10 Years

Madison Branch	Virgil Landgraf	Special Events	Hired 03/11/93
Madison Branch	James Nelson	Special Events	Hired 08/14/93
Madison Branch	Donald Pickett	Special Events	Hired 08/14/93

9 Years

Madison Branch	Richard Lyons	Special Events	Hired 03/18/94
Madison Branch	Wendy Statz	Special Events	Hired 04/15/94
Madison Branch	James Kroneman	Special Events	Hired 08/06/94

8 Years

Madison Branch	Russell Pernot	Special Events	Hired 08/05/95
Madison Branch	Joan Sparks	Special Events	Hired 09/02/95
Madison Branch	Robert Sparks	Special Events	Hired 09/02/95
Madison Branch	James Welch	Special Events	Hired 09/02/95
Madison Branch	Carol Turner	Special Events	Hired 10/28/95

7 Years

Madison Branch	Charles Workman	Special Events	Hired 02/10/96
Madison Branch	John Neuendorf	Special Events	Hired 09/28/96
Madison Branch	James Shestock	Special Events	Hired 12/22/96

6 Years

Madison Branch	Gerald Roehl	Special Events	Hired 01/29/97
Madison Branch	Brian Shea	Special Events	Hired 08/22/97
Madison Branch	Todd Miller	Special Events	Hired 09/20/97
Madison Branch	Paul Oakey	Special Events	Hired 09/27/97
Madison Branch	Gil Richardson	Special Events	Hired 10/11/97
Madison Branch	Alice Soule	Special Events	Hired 12/08/97
Madison Branch	Clinton Soule	Special Events	Hired 12/08/97
Madison Branch	Jean Laughlin	Special Events	Hired 12/22/97

5 Years

Madison Branch	Edith Waters	Special Events	Hired 01/21/98
Madison Branch	Jerry Marberry	Special Events	Hired 02/11/98
Madison Branch	Alison Turner	Special Events	Hired 05/05/98
Madison Branch	Joan Rubens	Special Events	Hired 06/25/98
Madison Branch	Anthony Tardola	Special Events	Hired 07/06/98
Madison Branch	Diana Paulus	Special Events	Hired 07/29/98
Madison Branch	Kenton Roehl	Special Events	Hired 09/08/98
Madison Branch	Dennis Markuson	Special Events	Hired 10/01/98



Established in 1953, Per Mar Security Services is a family-owned business that has grown to become one of the largest full service security companies in the country. On its fiftieth anniversary, the company had more than 1,800 security professionals operating from offices throughout the Midwest, providing custom-designed security solutions for a wide range of clients. These services include burglar and fire alarm systems, integrated access control and CCTV systems, uniformed security officer services, business investigation services, security consulting, and special event services. The company operates a modern, UL-listed Central Alarm station that monitors more than 35,000 accounts. The company's home office is located in Davenport, Iowa, with 20 branch offices located throughout Iowa, Illinois, Wisconsin, Minnesota, and North Dakota.