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Patrol Procedures

HOSPITALITY, *n.* The virtue which induces us to feed and lodge certain persons who are not in need of food and lodging.

Ambrose Bierce, writer

This chapter will look at the different types of patrol or posts you will use at your facility. Then, we will look at techniques and procedures for situations that you may encounter in just about every area of the property.

POSTS

Every area (see textbox) of the property will have a committed officer on post, a regular patrol, or it will be part of some patrol route. As discussed in Chapter 2, some areas will have other layers of security as their primary protection, but we still have to physically check every nook and cranny of the property on a regular basis. Any fixed post or patrol route is called a Post.

Is there some place on your property that is not patrolled by security? I hope not. While some public areas are more prone to risk, every square foot of the building and landscape could potentially have a problem. Basement areas, boiler rooms, electrical closets, roofs, storage sheds, catwalks, offices, and walk-in refrigerators should be on some patrol schedule, even if it is once a day. Let your imagination run for just a minute as to what could happen in these areas. Some examples of things that happen in these unpatrolled areas are safety issues, such as leaks or cracks, unauthorized sleeping areas for employees, drug labs, sexual assault hiding places, hiding stolen property, and other illegal or risky activity. If you can think of it, someone else already has. Employees who know Security may stop by at strange intervals will not take the risk.

A fixed post is a guard shack, a security podium, a desk, or someplace where an officer is assigned all the time. A modified fixed post might be one that is manned at certain times and left to regular patrol at others, such as at a swimming pool. Fixed posts are used for high-risk areas or others where the risk can only be reduced by having constant attention. Access control is the most common reason for a fixed post. Of course, modern technology allows for using remote cameras, card swipers, and a myriad of high-tech devices. The company and the Security Director use the Security Plan to decide which is better based on cost, effectiveness, and image. The cost of a technological solution can usually be justified with labor savings, but sometimes loses to the more subjective live human. Thus far, there is no technology to replace reasoning, evaluation, and the welcoming nature of a friendly face. We have to keep in mind it is a hotel for leisure, not a storage site for nuclear weapons, so the hospitable human may be more appropriate even if more expensive.

Regular Patrol is an area that is part of a fixed route or group of posts that are visited by an officer on a regular basis. Random Patrol is not a good term to use because it denotes that the area might be patrolled only if randomly selected. The frequency of the patrol might change from one round to another, but on average, it should remain constant. While the fixed post requires one person to cover it, the patrol point is one of several posts covered by one officer. So, once the determination is made to make it a patrol point, the next decision is how many points and what type of frequency are necessary to mitigate the risk. This is discussed further in Chapter 2. One floor of a hotel is an example of a patrol point. It would be inefficient to make a hotel floor a fixed post (unless a dignitary staying there increases the risk). However, one officer might patrol all the floors or a group of floors on a regular basis. This is called a patrol post.

Patrol frequency is subjective and should be decided based on a couple of factors. First, check the patrol frequency being used by hotels in the same market or even across the country. Second, consult counsel to find their comfort level. They will be the ones defending the patrol frequency in court, so they should have an idea of what judges and juries find acceptable. Most hotels will use a one- or two-hour patrol interval; that is, if there are no other factors such as high crime areas or lack of other security measures. You definitely do not want a patrol frequency that is less than the competition.

Random Patrol is a term that I discourage using in your Security Plan, manual, official memos, or even in your vocabulary. "Random" denotes that there is no regularity or consistency. Imagine yourself on the witness stand answering this question: "Why did you decide to randomly patrol the area where my client was assaulted rather than patrol it regularly?" You and I both know by "random" we mean "without a pattern," but the meaning can be used against you.

Another phrase I like to avoid is "short-handed." I hear this in every security department I have ever visited. Once again, imagine yourself explaining why you were short-handed when my client was raped. Is it because you put money above the safety of your guests? There is no right answer. Get your staff and yourself accustomed to saying that you are properly staffed. Put yourself in the habit of explaining every decision you make while on the witness stand. You might just change your perspective.

POST ORDERS

Post orders are a set of instructions for each post. (Remember that a post is a place or area that has an officer assigned to it.) Post orders are included in our Security Manual (Chapter 4) and are meant to be given to officers who work a post so that they know what their duties and responsibilities are.

Post orders should be written for every post, even if that post is not always manned or is sometimes combined with other posts. For example, you may have a patrol area that covers the perimeter, valet, lobby, and restaurant. That patrolling officer would adhere to the post orders for each of those posts. It is less complicated if your post orders are individual to each of those areas. There is no reason to get too lavish or long-winded when writing a post order. One page generally does it, and the format looks something like a job description—with bullet points. Start with a description of the post. A post order example is included in the textbox below.

POST ORDERS—HOTEL LOBBY

The lobby post includes the area commonly referred to as the “lobby,” which is the main entrance of the building, the elevator foyer, front desk, bell desk, and associated back work and storage areas.

- Maintain high visibility walking and standing patrol of all lobby areas.
- Greet and assist guests.
- Observe, identify, and remove those persons not authorized or engaged in undesirable activity.
- Identify and correct unsafe conditions.
- Observe that employees are properly performing their duties and report issues to the contrary.
- Observe that the assets of the company are not exposed to unnecessary risk and are protected.
- Ensure that queue lines for front desk and elevators are neat and organized.
- Address all guest concerns and needs.

PATROL PROCEDURES

Many security officers are assigned to a post or sent out to “rove” or “randomly patrol” on their own without knowing what to look for. They may have had some training, but have they ever been told what exactly they are patrolling? In the last section, I introduced post orders, which are the specific assignments or duties to be performed at a specific post. Later, we will also talk about certain situations and how to handle them.

As for patrol techniques, they can and should be discussed in the classroom setting, but you will need to devote some field time to these practices. Without a consistent, documented training process for patrol procedures, you are likely to end up with each officer doing his or her own thing. Ask yourself if you have these officers working for you or if you have seen them working elsewhere.

Officer Stare stands at his post with a fixed gaze into the distance. He is making eye contact with no one, watching nothing, and probably thinking about his big date coming up or the poker game he lost last night. *Officer Miner* walks through the building looking at the floor. She is probably looking for money, but maybe she has poor eyesight and the carpet is the only thing in focus. Perhaps she is thinking about her date with *Officer Stare*. Each of these officers is working at about 50 percent because they are being seen, which is good, but they are seeing nothing.

Officer Rookie is walking through another part of the building, one hand on his shoulder microphone and the other on his radio volume control. His head is moving around in circles like a ship's radar. He stops each time someone says something on his radio because he cannot walk and listen simultaneously. He is so preoccupied trying to see everything that he is not seeing anything. If there is a guest looking for an elevator, he will never know it and has no time to stop anyway. Finally, there is *Officer Cool*. He is so slick, walking through the building, that nobody dares try anything on his post. His John Wayne swagger leads him to every pretty girl in the building and he will make sure they get his undivided attention. Somebody needs to unlock the trash dock? *Officer Cool* will wait for *Officer Rookie* to answer that call because he has to keep his rhythm going.

These are exaggerations, but I see the same officers just about everywhere I go. Without established patrol procedures, you will get results like these and your staff will be operating at about 50 percent—being seen, receiving calls, but initiating nothing. Security officers need specific tasks to stay focused. They need to be looking for something. When you provide expectations for patrol, you can measure the results. Here are some examples of patrol techniques employed by effective officers. Use as many as your staff can handle.

Safety—This is one of the primary duties of security officers. Each department in your organization may or may not do safety inspections, so the security officer needs to incorporate this into his or her regular patrol. The obvious things to check are fire extinguishers, blocked access, broken equipment, water leaks, water spills, etc. More subtle things to check are locks and pressure gauges on wet standpipes,

A common defense to injury claims is the “open and obvious” doctrine. This means that if a hazard is open and obvious, there should be no fault on the property owner for injuries suffered in an accident. For example, a light pole in the middle of a parking lot is in the open and obvious, so if you run into it, it is your own fault. However, if there is no lighting in the parking lot and a pothole is obscured by darkness, a fall into the hole might be blamed on management.

Part of a Risk Assessment is to inspect each area for hazards, both obvious and discrete, and take reasonable measures to prevent accidents around them. Light poles, although visible and obvious, sometimes have reflective tape at eye level or brightly painted poles around them just to be sure. Daily inspections of every area should be conducted to find new hazards, such as potholes, spills, or broken tiles, so that they can be repaired or marked to prevent injuries. Defense of these more-than-reasonable measures is much easier than admitting you were not aware of them.

house phones, auto door closures, loose handrails, broken floor tiles, etc. Officers should be encouraged to use facilities that guests and employees use so they can be checked and properly patrolled.

Parking—After some time patrolling a parking lot, officers get bored and lazy and ultimately get tunnel vision. They turn into one of those 50-percent efficient officers. Cars start to look the same and a broken window or suspicious person would hardly be noticed. Try assigning specific tasks to officers to force them to get that neck moving: counts of cars, checking for sleeping persons in vehicles, inspecting permits or license plates for parking authorization, and checking for abandoned vehicles. This is not busy work, but good supervision. I had a supervisor that used to hide a purse near a car or in a stairwell to see how long it would take an officer to find it. The officer who found it would get a reward. Others would compete and the result was a more thorough patrol.

Headcounts—As I mentioned previously, counting is a great way to ensure officers check every public area as well as make eye contact. Guests who see officers looking at every single guest assume that they are very diligent and are giving everyone their full attention. One of the men at my church used to walk up and down the aisles of pews, very slowly, looking at every parishioner. For several weeks, I thought he was some self-appointed church security officer. I finally realized he was performing a headcount. I don't think he intended to look so vigilant, but I figured if anyone got out of line, he would be the one to deal with them. He was providing security and probably did not know it.

Purse advisories—Most guests (not just the ones with purses) travel with a false sense of security. I think they feel that they are on vacation and they have left their personal security in our hands. This is evident by most guests' carelessness in the most basic situations. People walk away from their luggage, leave their doors open, and forget to lock their cars—things they would never forget at home.

In casinos, nightclubs, restaurants, and other crowded venues, it is common for thieves of opportunity to patrol the area looking for unattended purses or easily distracted persons not holding their purse. It is amazing how easy it is to distract someone on one side, while another grabs the purse on the opposite side and leaves without being noticed. In restaurants, the purse always goes on the back of the chair or on the floor—easy pickins'. A great prevention effort is to have officers who notice the unattended purse remind the guest to hold it. Write this in your daily log to show how many crimes you prevented. This also guarantees your officer is doing more than wandering through the restaurant aimlessly. The careless guest is left with a comfortable feeling that this place really cares about safety.

Loiterers—Persons hanging out with no business are opportunists, vagrants, or both. Of course, we encourage our guests to hang out with lounges, sofas in the lobby, and benches scattered here and there. These are guests, they are welcome, and we are happy to have them. The loiterers are taking up space, making the environment look bad, and will not pass up an opportunity for theft if it presents itself. As we discuss in Behavioral Recognition, later in this chapter, these folks need to be challenged. We always start friendly because it may be a guest. Create a culture

among your staff where guests are welcomed enthusiastically, and vagrants are expelled with equal exuberance.

Eye contact—There is nothing as powerful as eye contact. A good hard look in the eye will comfort a guest and dissuade an undesirable. Remember, we looked for this trait during the recruitment process because you cannot train it. The officers who do it well enjoy it and will not be ones who give you 50 percent. Encourage this practice with everyone every time.

Greeting—The greeting is also part of that behavioral recognition and is just good customer service. Encourage officers to greet everyone within a certain proximity. I am not too fond of the retail stores that require that every customer be greeted because it does not seem genuine. However, if you can have a general policy that requires it, your staff will appear friendlier and your patrol more efficient.

HOTEL POLICIES AND PROCEDURES

This section looks at each area of the hotel property and examines the risks, threats, and other guest issues and how they can be mitigated or addressed through policies and security actions. Hotel policies require some collaboration between Security, Front Desk, Housekeeping, and other departments. Sometimes they may be the policies of one department or another and even enforced by any of these involved departments, but the common goal is security. The following recommendations are made with this in mind.

Room Entry

We could easily devote an entire chapter to this subject and still walk away from it confused and arguing. Therefore, our purpose here will be to keep the Security department out of trouble while still respecting the guest's privacy. There are many situations for hotel personnel to enter rooms. They should always either be business-related or for emergencies. Probable cause and the Fourth Amendment are for police officers and crime investigations, so focus on common sense and ordinary business purposes. Here are some scenarios you may encounter and how to deal with them.

The housekeeper tells you that she saw a white powdery substance on the armoire while cleaning the room. The guest is out and the housekeeper has already closed the door. Consider locking the room so that you can inquire when the guest returns as to the nature of the substance. It might be baby powder or an illicit substance. Your concern is that it might be a dangerous substance and you don't want your staff being subjected to it. The guest can convince you it is harmless, make it disappear, or you can ask the guest to leave for refusing to satisfy your safety concerns.

A security officer smells smoke coming from a particular room. You have knocked and received no response. There is a Do-Not-Disturb sign on the door. You can absolutely enter this room by whatever means necessary because you are concerned for the safety of the guests and hotel property.

A neighboring guest says she heard a child screaming from a room and it sounded like he was in distress. Now you hear nothing. Of course, you can enter this room after knocking and calling the room.

The front desk clerk says he heard two guests checking into a particular room talking about killing someone at a political speech the next day. There is no reason to enter the room, as there is no emergency in the room. This situation might be better handled by notifying the proper authorities.

The bell person says she has seen a female who continually brings different men to her room. She suspects the woman is a prostitute and is using the hotel room for this activity. Once again, we are not police officers, there is no emergency, and there is no business-related reason to speak to this guest about the accusation. Depending on your local police department's policy on prostitution, you may want to contact them.

A police detective contacts you and says that a guest in a particular room has set up a check-printing operation and is engaged in forgery crimes from the room. He asks that we find a reason to enter the room and verify if the equipment is there. This is a criminal matter and you acting as an agent of the police will not only violate the guest's rights, but may nullify any evidence that comes from your warrantless search. Kindly remind the officer that he needs to follow his department's procedures and obtain a warrant.

The local fire department calls you and says they received a call from a relative of a guest in a certain room. They said they received a text message from the room occupant that he was going to take an overdose of pills to commit suicide. This is an emergency and entering the room is reasonable.

You find the above room empty, except for the guest's luggage, so you decide to search the drawers to make sure there are no weapons or drugs. This is violating the guest's privacy and is not an emergency. Do not search anyone's room without permission.

Note that we avoid acting as agents of the police and searching for criminal activity. Our concern is always safety.

Housekeeping

Guests cannot refuse service for more than three consecutive days. Housekeeping will need to enter the room for a visual inspection on the third day. Housekeepers are looking

In 2011, a couple of high-profile housekeeper assault incidents caused everyone to look at housekeeping procedures. Housekeepers being assaulted or harassed is not a new problem, but when something garners that much attention, the company needs to address it to prevent litigation of foreseeability (discussed in Chapter 1). These in-room assaults are easily prevented with strong procedures that are followed consistently. Develop safety programs and policies that will keep your housekeepers out of trouble. Some of these are not using a master key to allow entry to a guest; not cleaning a room or bringing in supplies while the guest is present; not entering a guest room alone when the guest is present, etc. These procedures will not only protect a guest-room attendant, but also will protect the guest from a bad employee.

for damage, health hazards, and criminal or suspicious activity. Some guests are a bit strange about this privacy, so let them have the three days, but let them know in advance that it will not be longer than that.

Marijuana

Marijuana is a controversial substance and its legality depends on your jurisdiction. (Although, to date, the federal government still considers it an illegal substance.) Whether or not it is legal, the odor is offensive to most people and difficult to eradicate. An easy way to resolve this issue is to make the smoking of marijuana or any similar substance against hotel policy. When guests are caught smoking in a room, the options are eviction or the payment of a deep cleaning fee. The threat of calling the police and tying up resources is eliminated. Remember, it is not our job to enforce laws. As a hotel, our aversion to marijuana is not its legality, but its offense to our guests and the damage it causes to our carpet and drapes.

Service Animals

Laws on service animals are not very clear. Unfortunately, interpretation of HPPA (Healthcare Patient Portability Act) makes it illegal to ask a person about their disability that requires an animal. The best advice I have seen on the subject of animals on the property is to ask the guest if the animal is a service animal. If they say "Yes," then the conversation ends and they can have a nice day on your property with their service animal. You cannot ask what service the animal provides or why the guest needs the animal. Just leave it alone. Now, if an animal causes a disturbance, such as excessive barking, uncontrolled soiling, or biting persons, then you can absolutely have the owner remove the animal because the hazard trumps the need for the service. Note that I mentioned animals instead of dogs. All kinds of animals are trained to be service pets these days.

As for other pets, this is a policy decision of the hotel and I am sure that carpet cleaning, damage to furniture, and excessive noise will be taken into consideration if animals are permitted in the hotel room.

Wheelchairs or Other Mobility Devices

This policy should be handled very similar to the service animal. If someone is riding in a wheelchair, it is best not to even inquire as to his or her need for the device. Just accommodate it. The exception, just like the animals, is if the device is a hazard. Riding a wheelchair on the escalator or speeding through your property on a Segway are hazardous activities. Use caution when dealing with these situations. A warning is more reasonable than kicking someone out on the first offense.

Parties in a Room

It is better to have a policy that prohibits excessive noise than one that prohibits having a good time. We want people to enjoy themselves and we even provide the ice. Parties, then, should not be forbidden. If there are 10 people in a room and there are complaints from

the neighbors after midnight, then that is something you do not want. A good policy is the Three Strikes Rule. First strike goes like this: "I see you are enjoying yourselves, but the noise is disturbing the other guests. You can go to the lounge downstairs, or perhaps call it a night." Second strike is sterner: "Folks, I asked you nicely the first time. Now I must insist that everyone except the registered guests leave immediately. If I have to come back here tonight, you will all have to leave." Depending on the cooperation of the guests, time of day, and type of party, you may only have two strikes (one warning), or even no warning. This is a discretionary call by the security or hotel manager.

Underage Drinkers

It is too common to see persons under 18 drinking in a room. It may be that an adult rented the room for them or the adult is actually hosting the party. This situation is full of ramifications and you do not want the responsibility of intoxicated minors. As soon as you enter the scene as the responsible adult, they are your responsibility and you need that "monkey" off your back. If you do nothing, you are now contributing to their delinquency and guess whom the parents will go after when something bad happens? You need to notify the parents or police. Get one or the other there and document everything. If a minor does not want to stick around and wait for the police, hold on to them (more on minors later in this chapter). You are far more reasonable to make a good faith detention of intoxicated minors than you would be in letting them go on their own.

Domestic Fights

Next to parties, your most common disturbance in a hotel may be the domestic fight. These are difficult situations with which to deal, so keep it simple by keeping our objective in mind: protecting our assets. Police officers have extra concerns when dealing with these because they have to enforce certain laws created just for domestic violence. We do not have that burden, so our response is simpler. First, remember safety for your staff. Make sure at least two officers respond to this type of call. (If you are not adequately staffed and trained, call the police, observe, and report.) Second, go to the room and listen for fighting, screaming, yelling, physical contact, etc. If nothing is heard, check with the reporting guest and find out exactly what was heard. A phone call to the room may be in order before knocking: "This is hotel security. Can you please meet our officers at the door?"

The aggressor usually opens the door. Remember your intentions. You are checking that nobody is in danger and other guests are not disturbed. Inform the guest that neighbors reported a disturbance and you need to make sure everyone is okay. You do not need to do any investigation. You are not going to enforce any laws or take anybody to jail. This will befriend you with both parties. Ask both parties if they want to call the police. You can ask the "victim" in private if you think necessary to get an accurate response, but if he or she is an adult they can decide for themselves. Yes, even if there are signs of a physical fight. Many security officers are under the mistaken impression that they have a duty to arrest or call the police if one party shows signs of a battery. With no police being requested, we just want the disturbance to cease immediately. If we have to come back to this room, all parties will be evicted and the police may be called.

This call, and all disturbance calls, requires a follow-up. After terminating your conversation with the guest, stay near the room for a minute or two. If it starts back up again, that is your eviction right there. If all is quiet, wait about 15 minutes and return to the room to make sure it is still quiet. This is done for the safety of the guests, but also because if a disturbance continues after you have been there, the reporting guest and other neighbors are going to assume that you are taking no action and they will be very dissatisfied with their hotel stay. In fact, a phone call (not direct contact) with the reporting party is a good guest service. Let them know that everyone is okay, you gave the other guest a warning, and that they should call if they hear anything else. You may want to offer them a different room.

Cooking and Other Unsafe Practices

Many guests prefer to bring their own food and prepare it in the room. It is common to see guests “smuggle” in rice cookers, toasters, and even microwave ovens. Whether or not you provide these items or a full kitchen in the guest room, you should discourage guests from bringing and using these items. Safety hazards, such as overloaded electrical circuits, inadequate extension cords, and faulty heating elements, are a fire hazard. Guest rooms are not properly ventilated to deal with smoke and especially an open flame or accidental fire from burning the toast. Of course, the odor of cooking may be offensive to other guests and is difficult to get out of carpets, drapes, and linen.

I have seen guests use their rooms as a laboratory, a machine shop, and even a methamphetamine lab. These practices make for a difficult mess and involve chemicals and substances that might be toxic and are definitely offensive to other guests. Prohibit anything involving chemicals from tuning up bicycles to waxing surfboards. These odors would be a reason for security to enter a guest room without permission.

Door Ajar

The most common hotel crime is burglary. Theft from rooms is not always an “inside” job as most guests think. It is usually a result of the guest leaving the door open and rarely by lock-picking or forced entry, as they will allege. You may have (and should have) spring hinges that automatically close a door that is opened more than 45 degrees. Guests still leave doors ajar accidentally when they leave the room. The hinge may be faulty, or the guest is walking out, holding the door for the rest of the family, or hesitating to make sure he has his keys, and the door closes and the latch hits the strike plate without catching. Housekeepers may be guilty of this as well, either accidentally leaving the door open or intentionally leaving it open so they do not need their key.

Door pushers are folks who cruise your hotel hallways looking for doors left ajar. The amateurs will see a door open, go in, grab what they can, and flee. The more refined burglars will work in teams. The scout walks the halls, maybe under the guise of sliding coupons under the door, and leaves a signal for the actual thief. The signal might be to leave the coupon sticking out into the hallway, or a mark on the door. There may even be a third member of the team that picks up the stolen merchandise after the burglar leaves it behind that big potted plant in the elevator lobby or the vending machines.

There are three effective ways of dealing with these thieves. One is the key checkpoint at the elevator lobby on the main floor. This is not a foolproof method, but has its advantages. Two is Hotel Patrol. Security officers patrolling the hotel need to be on the lookout for doors left ajar and act accordingly to secure the room. Third is employee awareness. Housekeepers should be made aware of this problem and make sure they secure all doors and keep watch for guests leaving doors open. Housekeeping, Engineering, and Security should work together to inspect spring hinges regularly and at every opportunity to make sure they close at an acceptable opening.

In the early 1990s, a woman returning to her hotel room from a night in the casino inadvertently left her room door open. As she entered, she let the door close, and it did not latch. Two men, who had followed her from the casino, saw that the door did not secure, entered her room, and raped and robbed her. The lawsuit that followed probed every aspect of security in the hotel. Door hinge springs were examined and compared to hinges in other hotels, security staffing in the hotel was scrutinized, overtime and call-off policies were examined, and minimum staffing for the entire property was criticized.

Besides having regular patrol that looks for open doors, a routine maintenance or inspection schedule of doors is recommended.

Welfare Check

Requests for Security to enter a room are numerous. The room may be locked from the inside and Housekeeping cannot enter. A relative may be unable to find or contact their loved one, or the police may have received a call. Call the room first just to be sure. This will cover you in case you walk in on someone in a compromised position. Take a witness (or a backup if it is a possibly dangerous situation like a suicide). Knock loudly and announce "Hotel Security." Open the door and announce again. Keep announcing as you slowly enter. Remember why you entered the room and leave once you have concluded that there is no emergency. We have no right to open drawers or search luggage. Remember, it is reasonable to expect Security to enter a room to check on someone's well-being, but not to search for contraband.

Privacy

A guest's room is his castle. It really is. As far as the law is concerned, people are protected in a hotel room as they are in their house. That means you cannot just enter a room for no reason. In fact, it has to be one of certain reasons.

Danger—Smelling fire, hearing gunshots, screams for help, etc.

Housekeeping—Guest has not answered phone or calls for service after a preset amount of time. The first time is not good enough. It has to be long enough where a reasonable person would be worried for the guest's safety.

Eviction—You already have a reason to remove the guest, such as the Three Strikes rule explained in this section.

Lock-out—Explained in this section.

Reasons you cannot enter a room are:

Police request—If the police are looking for someone and they think he is in that room, it requires a warrant and the police should not even ask.

Suspected criminal activity—You think a guest is printing bad checks. There is no danger to anyone. Call the police and let them figure it out.

Unknown Guest

The more guest rooms you have, the more chance there is for errors with reservations and check-ins. From time to time, the Front Desk will question if a certain room is occupied, where they put a certain guest, or why an unoccupied room has luggage or persons in it. The rack clerk or hotel manager will generally resolve this with a phone call and some research. On rare occasions, they may ask Security to enter a room to determine who is in there or to read the name on the luggage. As mentioned in the “Privacy” section, a guest’s room is his castle and a hotel error is not reason enough to enter a room. Here are some policy suggestions to resolve this problem.

1. Determine your hotel’s night privacy time: a period each night when you will not disturb a guest with phone calls or door knocks unless it is an emergency (9 p.m. to 8 a.m., for example). During this time, if the Front Desk asks you to bother a guest to determine his or her identity, remind them of this policy and leave the guest undisturbed until morning. The worst that will happen is someone gets a free night out of you. Otherwise, you disturb a sleeping guest, possibly lose a customer for life, and look like an idiot.
2. During business hours, start by asking Housekeeping. The Front Desk has likely done this already, but maybe they did not ask the actual maid on that floor. They may have seen the guest or belongings in the room.
3. Call the room before making contact. The Front Desk likely did this already, but security should always do this before entering a room.
4. Knock on the door. If someone is there, you certainly have the right to identify him or her. Remember, the person is probably not a criminal. Treat him or her like a valued guest.
5. Do not enter the room. If it is normal housekeeping hours, let the housekeeper enter or enter with him or her. Do not go through anyone’s belongings. Looking at a luggage tag should suffice. If you cannot determine identity from anything in plain sight, leave the room with everything intact and lock the room. This will force the guest to call for assistance when he or she returns. At that time, the guest may just think the key is malfunctioning. Verify the person’s identity, okay it with the Front Desk, and let the person in. No harm—no foul. Alternatively, you can tell the guest exactly what happened. That may make the hotel look inept, but most people would understand.

6. If it is not housekeeping hours (swing shift), and nobody answers, you do not have a legitimate reason to enter the room. Of course, you could enter the room to see if someone is incapacitated. Rather than doing that, it is safer to just lock the room and await the guest's return as mentioned previously. This beats walking in on Mr. Smith's collection of panty hose and sexy lingerie.

Room Inventories

It is common for the Front Desk to have you lock out a room in which the guest has not paid. This procedure, if done consistently, is harmless and painless. Generally, a guest is due to check out in the morning. Housekeeping will report to the Front Desk sometime before they go home that the room is still occupied. The Front Desk will generally wait until early evening and if they have not heard from the guest they will ask Security to lock the room out.

This is best done with a witness. A second Security officer or even another hotel employee will suffice. Follow your room entry policy. One of three things will be apparent upon entering the room. It will be empty of personal belongings. In that case, it can be left as is and Housekeeping informed of its availability. If there is luggage or belongings, but no people, we generally lock the room. If there are people in the room, call the Front Desk for their advice. They will ask the guest to pay for another night, to leave as soon as possible, or apologize for a bookkeeping error made by the hotel.

The hotel, depending on the need for the room, will ask Security to remove the belongings from the room. This is called a room inventory. Room inventories should be done by two persons, properly documented, and the property secured. Lost and Found is the most logical place to secure these items, not at the Bell Desk where everyone has access to them. Belongings are kept for a reasonable amount of time—30, 60, or 90 days and then sold or given to charity. Keep in mind, the guest may be in the hospital, in jail, or dead. I have seen people return up to 6 months later. If a guest returns in the next day or two, the Front Desk will negotiate payment for the room and have you return the items to the guest. Have the guest sign for the items and retain this documentation.

Weapons

Occasionally, guests will bring weapons to their room for a variety of reasons. Normally, we will not even know about it unless they are careless enough to leave them out and the housekeeper finds them. There are a few valid reasons for this and they are both legal. One reason might be that your guest is a police officer and carries the weapon as part of his or her normal routine. A good cop will not leave a gun in the room, but there may be an exception like going to the pool. The second common reason for finding a gun is that many people practice their Second Amendment right to bring a gun into a hotel room for personal protection. As with most rights, there come some common sense obligations such as preventing someone like a housekeeper from finding it. The third possibility is that your guest is a criminal intending to use the gun for some unlawful activity or already has and is running from the law.

Whatever the reason for the gun in the room, the response is generally the same. First, do not touch it. Leave it in place and lock the room. When the guest returns, explain your concern for having a firearm in plain sight in the room where the maid has access to it. Suggest (insist) that the gun be placed in the room safe, the hotel safe, your security firearms storage (yes, you should have one just for this situation), or their car. If they really want to keep it in their room, they should place it out of sight in their luggage. Remind them of your hotel policy that weapons may not be carried on the premises. (You can have a rule like this on private property.)

Make sure housekeepers know this policy, and always tell you about guns in rooms and never touch them. If you have some feeling or reason to believe that the gun is unlawful, stolen, or the carrier is a criminal, there is no harm in notifying the police. They can certainly run the name you give them, or come out and speak to the guest and inform him or her of local laws regarding firearms.

As for other weapons, such as knives, pepper spray, impact weapons, martial arts objects, and the like, treat them like guns and have the guest stow them for the safety of your staff.

Room Thefts

Guests will report missing property on a frequent basis. It is generally blamed on Housekeeping. (Internal investigations are discussed in Chapter 11.) There are two additional common explanations for these losses. They are both caused by guest error.

First is a theft by someone known to the guest—an “inside” job. Children, boyfriends, or roommates all occasionally steal from each other. Alternatively, it may be that they don’t actually steal it at all, but pack it in the wrong place or lose it. It is difficult to control or know the actions of third parties, which is why you cannot accept blame for these losses. You can help them to prevent these losses by offering room safes or safe deposit boxes. Some jurisdictions actually require this as a condition of limiting your liability.

Many hotels issue safety tips with the room keys or in the room reminding guests not to leave their room receipt with their keys, not to be followed or fooled into giving out their room number, and so on.

The second common reason for loss in a room is the door pusher as described previously.

Violent Crimes

Throughout this section, we have looked at some of the problems that occur in a hotel. The most severe is violent crime. In fact, most of Chapters 1 and 2 and many other parts of this book are about preventing these incidents. If you are sued, it will likely be a result of an assault, robbery, or other violent act that you should have prevented. We have already looked at several measures that prevent crime in the hotel, such as locks, lighting, cameras, and certain policies. By far, the most important is human patrol. Your hotel should have some type of regular patrol, hopefully with an associated tracking system.

Security officers on patrol serve two purposes, as they do in other patrol areas. First is visibility. A known, visible, uniformed officer patrolling guest-room floors is a deterrent. I refer to this as “passive patrol” and half of the job. Second is active patrol. Active patrol is the action of that roaming officer looking for problems and acting upon them.

This includes safety hazards, mechanical problems, and dangerous situations like smoke, screams for help, fights, etc. It also includes confronting strangers. This is really the heart of the entire hotel patrol: finding and challenging people in the halls. This is a way to catch door pushers, transients, and assailants lying in wait. A documented patrol of searching for and acting upon suspicious persons is one step closer to having adequate security.

In 2011 at an Atlantic City resort, an elderly couple was leaving their room to go to breakfast. They were confronted in the hall by two robbers who forced them back into the room at gunpoint. The woman escaped the room and ran down the stairs. The two robbers went back to their own room and barricaded themselves inside until police finally apprehended them.

It is impossible to prevent every incident like this in a hotel, but regular patrol, safety tips for guests, and even key inspections go a long way. (Note that the key inspection would not have prevented this crime because the suspects were actually hotel guests as well.)

Key Check Stations

Many hotels use a key inspection station to control access to the guest-room area. This is more of a visible deterrent and behavioral recognition post than it is a key inspection. The reality is that anyone can get a room key to show for entry and I guarantee prostitutes, drug dealers, burglars, and the pizza delivery guy already have them. The real intention is for the officer to give the impression of a secured hotel tower. It also allows the officer to make eye contact and briefly determine if the person with the key belongs in the hotel. As we discussed in Behavioral Recognition, more questions can be asked and information obtained.

If you decide to employ a key inspection station, ensure that the officers assigned are trained in these methods and not just looking at keys. Also, if you have these posts, ensure that you staff them regularly and put some thought into removing them. Removing any security feature because of cost will come back to bite you if something happens after you remove it. Document the success or failures of this post so you can justify removing it or keeping it.

Key inspection stations are a great show of security and an excellent opportunity to provide significant guest service. Like any staffed post, they can be expensive to operate.

RESTROOMS

Restrooms in common areas require a lot of attention from the Security Department. This is one of the few areas where we do not have cameras and our patrol of each facility is limited by the gender of our security officers. Threats we might see in our restrooms are graffiti, other vandalism, assaults, drug use and sales, and inappropriate sexual activity. (Some of these are also discussed in "Nightclubs" later in this chapter).

There are several tools we can use to defend against these threats:

Cameras cannot be used inside a restroom because there is an expectation of privacy there that cannot be invaded. One clever way of providing video coverage there is to mount cameras on the outside of the restrooms. This gives a clear image of those entering the restroom and not only enhances an investigation, but also acts as a visible deterrent to those who enter. Combined with regular patrol, the camera can be a valuable tool in catching vandals and other miscreants who think they are going unnoticed.

Patrol of the restrooms is essential whether you have cameras or not. Implement a well-documented regular patrol of EACH restroom. This patrol can be enhanced by your cleaning staff and your maintenance people by having them log their patrol of the restroom as well. Other staff members cannot replace uniformed security patrol, but they can certainly augment it. If you had an all-male security force, you would rely on these other departments to check the women's restroom for you. They can even be used to "clear" a restroom so a male officer can enter and do his own check.

Restrooms near bars or other areas where young adults and older teens congregate are prone to drug use and drug sales. Officers should be aware of what this activity looks like from the outside. Some indicators of drug activity in a restroom are: the same person entering and leaving the restroom several times in a short period; "locals" who you notice day after day using your facilities; lookouts posted at the entrance; contraband hidden beneath counters and in toiletry receptacles; two persons in the same stall. The only way to prevent drug activity is constant, vigilant patrol. When doing patrols of the other common areas, the restrooms are a good place for officers to stop and observe while they rest their legs.

Your facilities experts already know most of the anti-vandalism methods available today, but it never hurts to make sure. There are many types of wall coverings that resist graffiti and damage. If you are seeing etching of mirrors, there is an inexpensive clear film that can be applied to the glass so that it can be removed if it becomes etched. Etching is either done with a sharp tool or an etching acid available at craft stores.

The Lobby

In almost every hotel in the world, the lobby is the main entrance to the entire complex. Generally, the lobby includes the Front Desk, Bell Desk, Concierge, maybe a lounge, guest-room elevators and a connection to all of the other amenities offered on the property. This busy hub of the hotel probably does not see a fair share of violent incidents, crimes, or other undesirable activity because it is so well-patrolled by other employees and guests. However, because it is the main point of entry to the facility, it is where we can best apply our Behavioral Recognition skills. (See Behavioral Recognition later in this chapter). It also becomes an important guest service and high visibility. Even if you do not think it necessary to have an officer in this area because of the low rate of incidents, remember that it is this area which allows guests (and perpetrators) to actually see your security posture for the first time. This first time needs to make a good impression.

Patrol of the lobby, as just mentioned is primarily a guest service and "watching the front door" post. There are still many other things a security officer needs to be aware of in a common area. Safety hazards, unsecured doors, loiterers, and unattended property are

some of the things a security officer will handle. These will be noted in your Post Orders for the Lobby. Post orders are discussed in detail at the beginning of this chapter.

LOST AND FOUND

Guests leave objects behind very often in hotels. Administering a lost and found program can be quite daunting. Remember the objectives—Guest Service and Protect the Assets. Make sure your lost and found procedures keep these objectives in the forefront.

Administration—Decide who is responsible for the safeguarding of the merchandise and reuniting it with its owner. Security often handles this duty. This allows for a third party to be responsible rather than those who find the items. Housekeeping is another logical choice because they find the majority of the items and are already responsible for the guest rooms.

Tracking—Depending on the size of your operation, you can use anything from a log book, to an electronic spreadsheet, to one of many software programs available for this purpose (see Chapter 9). Tracking information should include a description of the item, where it was found, date and time it was found, who found it, and where it is being stored. The disposition of the item should include person to whom it was returned, his or her address, ID (for verification), date and time it was returned, and whether it was returned to owner (RTO), given to finder, donated to charity, or sold.

Found objects—The most important component of any transference of anything is to have an audit trail. This trail starts with the person finding the item. They need to begin the tracking process by completing a form or log with the item information mentioned previously. The policy needs to be clear on how they handle the item and where it is kept. Avoid allowing employees to keep items in their possession or to put them on maids' carts or storerooms where they are unsecured. Some hotels will have a runner available to transfer the item so the housekeeper can continue his or her duties. Remember, the runner and the finder both need to be identified in the tracking process.

Valuables and cash—These items should be handled differently to avoid loss. It is best to have two persons take possession and transfer the items to safekeeping. Cash, cameras, jewelry, and electronics should not be placed into storage where any one person has exclusive access to them. Regardless of how much you trust the lost and found custodian, that is where the suspicion will fall if these items come up missing. Consider a two-department safe at the Front Desk for valuables. This is called dual custody.

Storage—First, you will need to decide how long found items will be kept before they are disposed. Most guests will call the same day or within a week of losing an item to claim it. Thirty days is easy to organize and track if you have the storage space. You might want to save cash and valuables a bit longer just in case. Items should be organized by date found. Smaller items can be stored in something like a file cabinet and shelves in a storeroom will suffice for larger items that are left behind. (Many large hotels recover so many phone chargers that they do not even bother

logging them.) Chargers can go into a separate area because probably they will not be claimed. They can be used as an amenity for those guests who forgot to bring theirs on vacation. The storage area should have access limited to one or certain persons. Items will come up missing from this area and you need to limit the list of those under suspicion. Having one person responsible for this function is best.

Access afterhours can be achieved with a dual-custody or management key.

Do the math—A 1,000-room hotel may average 10 to 50 found items per day. That is 300 to 1,500 items per month. If you have a mall, casino, nightclub, or other venue attached to your hotel, then that number could easily double. Do these calculations before configuring your storeroom.

Disposition of items—About 25 percent of items will be claimed the same day. Another 25 percent will be claimed within about a week and they will have to be mailed. Some hotels charge for this service and some provide it as an amenity. Shipping supplies and postage add up, but it should not cost a large hotel more than about \$3,000 per year. You need a policy for this: who does it, and how addresses are verified. I recommend *not* blind-mailing items to the address on the registration or even calling the guest to claim the items. The address could be incorrect and either the item will be returned or you will mail it to the wrong person. Calling the guest could get a husband in trouble with his wife—or worse. You will have to be reactive on this matter and avoid complaints.

The other half of your inventory is going to be unclaimed items. You need another management policy decision here. You can donate them to charity, sell them for profit, sell them to employees, or let the employee who found it keep it. All of these options are very time-consuming and you will need to decide whether each one is worth the return. Donating to charity is a worthy cause and might be a tax write-off. Selling items on an auction or classified Web site might be lucrative, but may not be worth the labor involved. An employee rummage sale is good for morale, but also a lot of time and labor to organize. The finder will want some of the items. This encourages the employee to turn items in rather than stealing them, but it does not eliminate the theft problem.

RESTAURANTS

Security issues in restaurants are limited mostly to walkouts, employee food theft, customer disturbances, and problems associated with bars. (Bars will be discussed separately.) There is also a new concern with agro-terrorism, which is the intentional tampering with food.

Walkouts

In most jurisdictions, a walkout, or “Defrauding an Innkeeper,” is defined as consuming all or part of a meal with the intent to defraud the restaurant (refuse to pay). We all have seen the tactics used in a “dine and dash.” It may be a transient who never had any intention to pay and is not worried about the consequences. It may be kids who do this for a thrill and the challenge of if they can get away with it. The final offender is the person or

group that does this professionally and makes a profit from it. Each of these situations is like shoplifting: You cannot prove that their intent is to defraud unless they leave the room. Chances are, even if you catch them outside, their defense will be that they forgot, they thought their companion was paying, they thought it would be charged to their room, etc. Therefore, an arrest should not be the objective. If you catch someone, working with them to make the payment will protect your assets better.

Employee Food Theft

Employees stealing food is common and comes in various forms. Employees picking food off the line, leftovers from guests, or just lying around in the kitchen must be mitigated by management and simple policies. No eating on duty, separate break rooms, and even policies about picking from the trash will solve this.

More serious is the wholesale theft of food products (and utensils) from the kitchen and storerooms. This is the sous chef's responsibility and can be controlled through proper documentation of supply use. A "backdoor pass" (a document signed by management authorizing removal of property) should be included with any food, bags, or packages taken out of the restaurant by anyone. Employee lockers should never be in the kitchen or near storerooms.

RETAIL POLICIES

Most hotels have some sort of retail footprint from a kiosk of sundries near the Front Desk, to a full-blown shopping mall. Retail has become an important revenue source for most hotels, surpassing some of the traditional generators. It is vital that you establish strong loss prevention policies in this area to protect the physical assets as well as the safety of guests and employees.

Shrinkage

Shrinkage is the amount of goods lost in a retail environment due to theft or breakage for which there is no reimbursement. Shrinkage generally counts for about 1 to 2 percent nationally, but varies widely depending on the type of store. In a hotel, the first consideration will need to be who is responsible for protecting against shrinkage. A store that leases space may be responsible for its own merchandise and employees. Or it may rely on Security to provide this function. Either way, it needs to be worked out in writing, in advance, because your officers will need to be acting as an agent of that company when making arrests or conducting investigations. If the store is owned by the hotel, then your umbrella will extend over that store as it does all the other amenities on the property.

Shoplifting

Shoplifting is what we commonly call petty larceny in a retail environment. (Theft by employees is different and is addressed later.) Petty larceny is defined by state law in most

cases and is the taking of property with the intent to deprive the owner of that property. Both of these elements need to exist for a crime to occur. Larceny can be grand or petty depending on the amount of goods taken and that varies by state. There may be some other covenants associated with this crime, so make sure you are familiar with them. Some larcenies may be burglaries depending on whether you can prove the suspect's intent, certain tools used for the crime, etc.

Larceny, as mentioned previously, requires the intent to deprive. That is why you generally don't stop a suspect before he gets past the register or the door because of the doubt that the person intended to pay for the item. Most shoplifts are misdemeanors and in most jurisdictions, a private person needs to witness the crime in order to make an arrest. This makes loss prevention more difficult because you cannot stop someone just because you think he put something in his pocket or you are pretty sure he hid something under his jacket. Some states have created retail loss prevention laws that allow security to stop and question someone whom they have reasonable suspicion to believe committed theft. This is a touchy situation, as it does not necessarily allow you to arrest or search the person.

Catching Shoplifters

Because of the restrictions just explained, which are really an extension of the Constitution, it is difficult to catch thieves in the act. Prevention is much easier and is discussed shortly. Retail loss prevention officers are a special breed and they seem to have a sixth sense for knowing who is going to steal. You cannot watch every part of the store or every shopper, so it can seem like looking for needles in a haystack.

Profiling, or behavioral recognition, is the first step in identifying a shoplifter. Of all the people entering the store, who is most likely to steal? This depends on your hotel and the environment. The obvious physical characteristics might be someone dressed as a transient, a local resident in a tourist hotel, teenagers, and persons with heavy jackets in the summer. There is no physical profile that addresses gender, race, or age because shoplifters cut across all of these demographics, so concentrate on behavior more than appearance. Notice shoppers in any store. There are browsers and those who know what they want. Either way, both types generally focus on the merchandise. A potential thief concentrates on his surroundings. He may be looking for cameras, clerks, other witnesses, or his lookout. This is called "rubbernecking." Some will eye their target and immediately grab it, and some will position it on the shelf, try to appear disinterested, and then come back to it when the coast is clear.

Surveillance

A good loss prevention officer spends much of his time on surveillance. There is physical surveillance, which means walking the store undercover, and visual surveillance, which means using cameras or mirrors and blinds. A blind is a two-way mirror, catwalk, or hidden area. Loss prevention officers often work in teams with one officer at the entrance, profiling people as they enter or patrolling the store. The second officer will be working the cameras. Each officer communicates with the other, pointing out suspicious behavior. When a crime is observed, they will intercept the thief at the door.

Arrests

Whenever you put your hands on anyone, regardless of the justification, you have just exposed yourself to great liability. Besides the risk of making a false arrest, and injury during a struggle, you now are responsible for that person and anything that happens to them will be your fault.

In 2009, two loss prevention officers working at a well-known home electronics store chased a shoplifter out the doors and into the parking lot. The suspect pulled a knife after being tackled and threatened the officers to make his escape. He got away and the men were summarily fired for violating corporate policy on off-property pursuits. Most companies have strong policies on pursuits and arrests because of injury liability. The chances of the employees and even the suspect being injured running through the parking lot are extreme, and not worth the value of the lost merchandise. In this case, the employees could have been murdered, resulting in a much more serious loss for the company and the employees' families than some hi-fi equipment.

Nobody likes to let the bad guy get away, but we need to look ahead and think of the big picture when creating and enforcing policies like these that keep our liability at a minimum.

Many national retailers now have policies that forbid or restrict arrests for shoplifting. Others allow the arrest as long as it does not involve a pursuit. We hate to let someone get away with theft, but compare the cost of a stolen CD to the price of a lawsuit, even if you win. Your policy will need to weigh the value of the arrest—deterrence effect, hotel reputation, labor cost—with the value of letting the person go.

Preventing Shoplifting

Like everything else we do to protect assets, prevention is more effective and cheaper than trying to catch criminals. There are several things we can do in the retail environment to prevent shoplifting.

Retail Staff Training

Our best defense against thieves in a store is the clerk, cashier, stocker, and manager. These employees must be given basic training on loss prevention and guest service. They are actually the same training, if done right. The following are suggested training points that your retail manager will love.

Greeting—Every person who enters the store should be greeted and given eye contact. Besides the obvious service value, this tells the thief, who wants to go unnoticed, that he was noticed. The eye contact forces the clerk to remember the person's face and to unconsciously do some behavioral recognition of his own. Workers in a store know which visitors are going to steal.

Follow-up—This separates the two shoppers we identified earlier. The “browser” from the “targeted.” The guy who wants a bottle of aspirin goes right to it, gets it, pays, and leaves. After the browser has passed a couple of displays, the clerk says, “May I help you find something?” or “Did you know these are on sale?” This reminds the shopper that we are watching, we haven’t forgotten about him, and it is unlikely he will get away with stealing something.

Clerk patrol—The clerks should be walking the floor as much as possible. When there is no transaction, they should be cruising the store, providing that follow-up. During transactions, they need to be trained to lift their head from the register and make an occasional sweep of the store with their eyes.

Communication—There needs to be a method for the clerk to alert Security or Loss Prevention of a suspicious shopper. Maybe it is a silent alarm button, a discreet phone call, or body language that tells the manager to watch that person. There may be a different signal if they actually witness a crime. Remember, we cannot stop someone unless we witness it, so what do we do if the cashier witnesses it? Have a plan to act as their agent and make the stop, but it has to be a solid communication. You do not want to chase a guy down and stop him only to find that the clerk just thought he looked suspicious.

Store Layout

This is a conversation you need to have with the store manager. Remember our Risk Assessment? This is where it is used. Most retail professionals know how to lay out a store to maximize floor space, provide the best visual sales, and protect merchandise. But sometimes they forget that last one about protection. Once you have made your assessment, sit down with the manager and review your concerns. They should be willing to cooperate with this mutual concern.

Layout of displays needs to account for ease of shopping for the customer, but also for good sight lines between the clerk and the customer. Smaller, more expensive items need to be near the register; larger items should be toward the back and in the blind spots. Consider a layout where the register area has a clear view down each aisle. The retail manager can meet your needs as well as his own with this configuration. Convenience stores have definitely figured this out and are a good resource.

Cameras and Mirrors

In order for cameras to prevent crime, they need to be visible, but not obvious as to their view. Dark bubbles are best because it is assumed that a moving camera is behind the bubble. Mirrors can be used with cameras very effectively. Many retail shops use decorative mirrors around the upper walls of the store, angled down. These mirrors not only allow store personnel to see blind spots, but a skilled camera operator will use mirrors to expand his coverage of the store as well. Mirrors are a relatively inexpensive alternative to having so many cameras.

Antitheft Devices

Antitheft devices are those small tags that are now installed at the factory in DVDs, power tools, cosmetics, etc. These generally work as a radio frequency tag or magnetic sensor.

The types and choices are vast and varied, so just keep a couple of things in mind when installing or operating them. First, you need to justify this expense. Maybe you don't have a big enough shrinkage problem for this to pay for itself or your merchandise is lower value stuff. Second, is shoplifting the majority of the shrinkage problem? Many losses go out the back door with employees and you need to have an idea of what the percentage is.

Also, remember that these devices can be defeated by the shoplifter and by the employee. This will be just one layer of security and will not eliminate the need for other security measures.

FLASH MOBS

This is a relatively new gang activity brought to you by texting and the Internet. Groups of juveniles (usually) arrange through text messages or social networking to meet at a certain place and time to perform a flash robbery or theft. These mobs of kids will invade a store or other facility, grabbing everything they can and leave, knowing that not all of them can be caught. The store employees either are overwhelmed or stay back out of fear. Some of these groups have used the mob to commit violence like attacking a lone person and beating him.

This is such a new phenomenon that nobody has really studied it enough to figure out a prevention measure. Even if your facility is not a victim of one of these crimes, it may be the meeting place for a mob that will strike a nearby business or citizen. Here are some recommendations to prevent or minimize these incidents.

Intel—Monitor the Internet for the activity of organizing these mobs. A simple search for your property name or address and an RSS feed will send you these search results to your smart phone. Watch news and police reports for these incidents occurring in your area. Once the first one happens successfully, it will only be a matter of time before it happens again.

Communication—Take advantage of alerts sent out by other properties. Make sure the police are willing to contact you and others if they have knowledge of a mob gathering or planning. Let your employees know of the potential and to be aware of social media conversations so they can tip you off.

In-store—Make sure your retail staff is prepared for these types of thefts. They need to be trained to be good witnesses, but not endanger themselves. High-value items should be locked up separately. The exploding dye packs on some goods are a great way to dissuade and later capture thieves. Have cameras positioned to get facial shots of everyone entering and leaving the store or property. Apprehension of one—especially the leader—could lead police to the others later.

Perimeter—Discourage groups of juveniles gathering for any reason. Write down their names and descriptions for later use. Make sure cameras are positioned to see these groups gathering or approaching. Door cameras should be able to gather facial photos. If these mobs become a problem, consider posting an officer at entrances. Make paths to and from entry doors a bit circuitous so persons can-

not run at the doors or run from them in a straight line. A revolving door is great for this purpose. Everyone slows down and gets their picture taken.

Parking areas – As in the textbox illustration, parking areas can be used as a gathering place just before a crime is committed. Deter this activity by prohibiting loitering of any kind in your lot or garage. Mobs need a place to meet and divide their loot. Watch for nearby rallying points and direction of travel of vehicles and those on foot.

In 2008, a “swarm” of seven or more black males attacked a landscaper at the MGM Grand Hotel in Las Vegas. The victim was white and the suspects were all convicted of a hate crime. They all belonged to the same gang.

This was not the first crime of its type, but was one of the first recorded on video. It brought national attention to the phenomenon, which became known as Flash Mobs. It was determined during the investigation that the gang used texting to coordinate the crime by arranging a meeting place and time. The meeting place was a nearby retail parking lot. Las Vegas and other major cities have seen the expansion of these events to include other types of venues. The proliferation of social media has aided these groups to the point of including any stranger who wants to attend as an associate.

SPAS AND POOLS

Spas and pools usually occupy the same space and are probably managed by the same person but have some different security issues. Pools (for recreational swimming) are a huge liability and need some specific measures to prevent safety concerns. Spas (where special treatments are provided) are more like a retail outlet and have those same security concerns.

Lifeguards

It is important to discuss the needs for having a lifeguard with your property risk manager. Many properties have gotten away from this service and chosen the “swim at your own risk” philosophy. This is partially due to cost and partly because lifeguards take on the entire burden of safety. If something happens, it will be the fault of the company whether it was or not. Other properties have taken the middle road and provide a towel attendant whose job is to control access to the pool without really taking responsibility for people swimming. Some properties still provide full-time lifeguards. These personnel must be trained and supervised and can protect the facility from the guests while protecting the guests from the water. The decision of which water safety posture, probably not made by you, will take several things into account: size and depth of the pool, type of clientele (families, children, elderly), and other safety measures in place (cameras, lifesaving equipment, gates, windows, etc.).

If you are going to have a lifeguard, this is going to be the most important person on your staff. Her training cannot be compromised and her performance must be 100 percent. Falling asleep, failure to act, and inattention to duty can lead to a tragic death, which could

close a pool and maybe a hotel. Whatever certifications are in place for lifeguards in your jurisdiction, exceed them. Scheduling must be absolute. Will you have a hotel security officer cover breaks? What about his training? The lifeguard will have to enforce pool rules, have the proper equipment, and know his job and the security function very well.

Pool Rules

Most pool rules are standard and can be purchased on ready-made signs. These include no running, no diving, no urinating, etc. There may be other rules that are specific to your hotel. Depending on your lifeguard presence, you may want to prohibit unattended minors, alcohol, food, and toys. Make sure the rules are clearly posted and enforced. Remember that signs are not an enforcement tool, but a warning mechanism.

Safety Equipment

Make sure the basics are present and supplement wherever you can. The cost of safety equipment pales in comparison to a death. Recovery poles, life preservers, depth indicators, and CPR instruction signage are easily provided tools. Check with your local parks department and other public pools for ideas and standards. An emergency phone, panic button, or other instant alert device is advisable whether the pool is staffed or not.

In June 1998, at least one child who was suffering from an *E. coli* infection had a bowel movement in a water park pool in Atlanta, GA. The chlorine level was not high enough to kill the bacteria that infected the water. Twenty-six children became ill and one died from the infection.

Even though most of us feel that personal accountability should have prevented the parents from bringing their sick child to a water park, the blame is likely to go to the park operator. Maintaining proper chemical levels and monitoring guest behavior might prevent this type of crisis. Who is responsible for this maintenance at your facility? Who sets these standards and inspects their accuracy?

Hot Tubs

Hot tubs, Jacuzzis, whirlpools, whirling jet tubs—whatever you want to call it, these relaxing and therapeutic little pools are associated with many types of deaths and injuries. Besides the effect of the hot water on the bloodstream, there have been several bizarre deaths caused by hair getting caught in drain covers, the suction of the water inlet pulling elderly persons and children under the surface. A rare bacteria disease from the steam has caused enough deaths to warrant a good safety plan for your hot tub. Temperature monitoring and automatic cutoffs are vital to keeping the water temperature at a safe level. Manual emergency stops are also a necessity. Alcohol use in a hot tub increases drowsiness and decreases judgment. Sexual assault is another matter not related to your equipment and maintenance. Make sure the security plan for your hot tub does not overlook these threats.

Spa Treatments

If your hotel has an actual spa, then you probably provide massages and various other relaxation and cosmetic services. Unlike the other components of your spa, which are equipment-related, these amenities are service-based. Therefore, the risks associated with services are similar to those found in the Retail and Restaurant departments. Check those sections in this chapter for concerns that cross over into all revenue-generating departments: retail theft, fraud, etc.

There are also some risks uniquely associated with spas that need to be considered by Security. These include, but are not limited to, sexual assault and abuse, loss of stored guest property, health reactions to treatments, and sanitary health issues. These are not deal-breakers, but should be addressed in advance by legal counsel, Security, and spa management. Some simple rules that are enforced by Security can prevent most of these incidents.

Chemical Hazards

Sometimes we forget that pool chemicals are some of the most toxic substances in existence. Chlorine (sodium hypochlorite, or similar) used to sanitize pools is deadly if inhaled or ingested. Hydrochloric acid is used to balance the pH in the water. Large pools may have tanks with automatic dispensers. These should be perfectly safe, but are susceptible to earthquakes, tornadoes, and hurricanes, as well as terrorism and tampering. Make sure pool chemicals are secured in an OSHA-approved and fire-rated container or cabinet that is locked and away from guests.

In 2010, a major hotel was having its outdoor pool system repaired by an outside contractor. The valve controlling release of the chemicals was accidentally left on, so the pool was flooded with too much of the toxic substance. The chlorine was diluted enough to be less than lethal, but as it evaporated, the gas was inhaled by 100 of the 1,500 pool users. Twenty-six of those persons went to the hospital, the pool and surrounding area was closed, and the hotel paid out money to settle dozens of claims as well as being fined by OSHA. The hotel sued the contractor and is still in litigation. Although the hotel was not entirely at fault, it definitely suffered losses that it may or may not recoup.

Pool Parties

Pool parties have become big business in many larger hotels in cities throughout the world. These are not the pool parties you have at home for your child's tenth birthday, but are a successful way to convert an existing amenity into a lively venue at night. Many of the risks and concerns associated with pool parties also are present in nightclubs, so go to Nightclubs and Bars in this chapter and review it with your pool in mind.

Combining the risks of having a pool and the risks of having a nightclub will not cover the new and unique risks associated with pool parties. After all, during the day you

probably do not allow alcohol or even glassware anywhere near your pool, but at pool parties they will be prevalent. Your security presence will drastically change. The pool may or may not be covered or open for swimming. Your beverage department will install new fixtures, cabanas, seating, electronic equipment, lights, and music. Make sure you do a thorough, and separate, Risk Assessment and Security Plan for pool parties. The plan for a family swimming pool is different from the one for pool parties. You will need new post orders as well.

Theft

Theft from lockers and of items left around the pool is very common. As in other parts of the hotel, patrol will help prevent these crimes. Officers should make sure lockers are secured and that items are not left unattended. Limiting pool access to hotel guests with keys helps, but does not eliminate theft. Hotel guests steal from each other, too. Signage is a common way to mitigate loss. Usually the signage will focus on how the hotel is not responsible for theft or damage. Go the extra step and offer tips on how to prevent it (“Please do not leave valuables unattended. Lockers are provided for your security and convenience.”).

VALET

Your legal department has no doubt written a disclaimer that is printed on the back of every Valet claim ticket. “This contract limits our liability . . .” does not necessarily limit your responsibility to take reasonable care of the guest’s property. This means you and your Valet department need to take reasonable precautions to secure guests keys, vehicles, and their contents. Like everywhere else, there needs to be controls in place for these safeguards.

Keys should never be left in vehicles. Establish a procedure where the attendant receives the car from the guest, completes the ticket, and secures the car and the keys. It is common for a thief to walk through Valet looking for the keys in cars and drive off, or worse to impersonate a valet attendant and take a car from a guest.

The valet office or key box needs to be secured every second. Combination lock key pads are popular, but easily thwarted by anyone watching. Valet attendants are in a hurry to take care of their guests so they tend to bypass locks and procedures that slow them down. Locked doors tend to get propped open. Keys in vehicles find themselves out of sight, but within reach—visor, floor mat, etc. Look into a card swipe or something similar that will allow fast access but keep our guests’ property secure. Think of the value of all those keys and your hotel’s reputation if you lose them.

The parking area should be as secure as possible. Fencing, lighting, controlled access, and patrol are very important here. Make sure attendants are securing vehicles by having security officers check doors and windows on a regular basis. I bet if you patrol your valet parking area, you will find at least one vehicle unlocked every day. Better you than a burglar.

Your parking area should have speed limits posted and Valet employees need to follow it. Security can help monitor this, but good supervision should catch offenders. Reckless

drivers should be dealt with swiftly and sternly. Avoid putting time constraints on Valet drivers. They have enough incentive to hustle—tips.

Remember the pizza company that promised delivery in 30 minutes or it's free? That marketing campaign was ended in 1993 after several multimillion dollar lawsuits claimed that pizza delivery drivers were driving recklessly to meet the goal. The pizza company did not agree that the ads were the cause of several serious injury accidents, but pulled the slogan anyway. What does this have to do with Valet? Tell your employees to hurry when returning cars and they likely will, even if it puts property at risk.

Employee Theft

Internal theft is a temptation for Valet employees. Guests will make claims alleging theft, damage, and abuse of their vehicles, and more often than not, it is a false claim. All of these claims need to be investigated. Valet is a difficult area to prevent internal crime because of the mobility of the attendants. Just like Housekeeping, it is unusual for a Valet attendant to engage in minor theft from a vehicle. It does not make sense for them to risk their job for the change in an ashtray or some CDs. If you do have an attendant stealing, you will know it because of the pattern of thefts in that area. See Chapter 11 for more information on investigating internal theft. Random patrol and some camera coverage will prevent most of what the previously mentioned controls will not.

Guest Accidents and Injuries

Combining moving vehicles with pedestrians is likely to result in accidents. You have a responsibility to prevent accidents as best you can. Having guests walk across the concourse should be avoided, but if it cannot, you will need to take some extra steps. The minimum might be a painted crosswalk and speed bumps. At most, you might consider a "crossing guard." This could be a security officer, bell person, doorman, or taxi attendant. Remember that guests coming in are tired and anxious for relaxation and guests going out are preoccupied with their drive and all of their belongings. Either way, they are not as cautious as a regular pedestrian, so take extra care in protecting your guests.

Vehicle Damage

It is common for guests to claim damage to their vehicle after retrieving it from Valet. Like theft, it is not likely that a Valet attendant will damage a vehicle while it is in his possession. There are some measures you should implement, or at least consider, for your Valet. First, make sure attendants inspect the car before taking possession of it from the guest. Once they get good at it, this will be a fast and simple habit. Note damage on the rear of the ticket. Second, encourage employees to admit when they damage a car. Terminate them if they do not. Third, some hotels install camera systems that inspect the vehicle as it

leaves the Valet concourse. These are nice if you can justify the expense. If you are having so many damage claims to make this a worthwhile investment, you might consider some other options like driver training, hiring experienced drivers, reconfiguring the parking area and route, and discipline for damage.

CONVENTIONS

Convention centers in most hotels consist of meeting and exhibition space and kitchen. These areas need to be patrolled after hours to make sure they are secure and employees or guests are not intruding into closed areas. During hours of use, Security will depend on what clientele are being catered to in those spaces.

Collaborate with the Convention or Catering staff to see that you are consulted on events that will be relevant to Security. You need to know well in advance of the following meeting room uses:

- Celebrity, political, or VIP attendees or exhibitors
- Groups of a controversial nature: political, activist, racial, religious, or ethnic groups
- Large concerts, speeches, or any function with more than 300 people attending
- Any party or event involving more minors than adults (quinceaneras, debutante balls, etc.)

Plan at least a 60-day notice so that security for the event can be planned and agreed upon. Smaller events may not need Security, but you will want to know if they may present a problem with protesters, media, or fans.

Risk Assessment

Law enforcement may be a big help in doing a Risk Assessment on certain groups and may already be aware of an event you have scheduled. Use their resources and advice for creating a security posture for these events. In the absence of assistance from the police, you can do your own Risk Assessment by contacting the client (event planner) and inquiring as to what types of problems he expects or has had in the past. You also can do an Internet search of events and the group to see what the talk is. Finally, contact other venues who have hosted the particular group. They will usually be very forthcoming and this satisfies the foreseeability that we discussed in Chapter 1.

Security Plan

Just like the hotel Security Plan, the individual Risk Assessment will determine the security deployment for each event. You may be able to set up standard staffing levels for some event types so your convention managers can work this out with the client in advance. For example, rap concerts and teenage birthday parties may require guest searches and bag checks at the door. Exhibitions may require an officer at each entrance and exit. You can also establish staffing proportions such as 1 officer for every 100 attendees. (Search stations are discussed in this chapter under Security Measures.)

It is a good idea to require the same security posture for each type of event. Avoid allegations of discrimination if you require searches for black rap groups and not for white country bands.

Special Event Permits

Your Convention Manager will generally take care of special permits for certain events and these vary by jurisdiction. Your involvement may be required for the fire inspection, if there is one. The event space has already passed code inspections, so if everything is kept the same, there is little to worry about for a special inspection. However, some events will want to block certain exits, extend above acceptable clearance levels, exceed occupancy levels, etc. There may be requirements for flame retardant wall coverings, vehicles being parked in an occupied space, and so forth. This can be a complicated set of rules, so it is best to establish a relationship with your local fire inspector so you know your expectations in advance. Allow enough time to make changes to layouts between the inspection and the event.

Outdoor Events

Expanding our available resources by hosting events outdoors is a testament to the flexibility and creativity of your sales and catering staff. Support these events as we discussed in the last chapter, but be aware of some special considerations.

Weather is a threat as we talked about in Chapter 1. If you have an outdoor event, make sure you are aware of seasonal weather patterns for your area as well as monitoring weather systems as the event gets closer. Work out an arrangement with your event planner as to who will have the authority and ability to cancel or change the event at the last minute if weather dictates. Make sure your temporary structures (tents, stages, lighting, signs, etc.) are constructed with weather (wind, mostly) in mind.

At the Indiana State fair in 2011, an outdoor stage took a 60-mph wind gust and blew over. Five people were killed by the gust, which was unforeseen and described as a “fluke.” The organizers had been in contact with the National Weather Service, but there was no indication of heavy winds.

When we build permanent structures, we plan for every possible type of weather or disaster. Temporary structures are generally not suited to withstand extreme weather. Make sure your Risk Assessment and incident action plan for your outdoor event considers these extreme events.

Access control is another issue that is more difficult outside. You do not have your normal walls, gates, cameras, and other “levels” in place. Your security plan for the event should tell you whether you might want to install temporary cameras, gates, turnstiles, etc. These are more common than you think, and just about anything can be rented these days.

Remember staffing for outdoor events. Do not expect to “cover” an outdoor event with existing staff. This is going to leave another area weak. Use overtime or hire an

outside source to make sure you have adequate personnel to protect your assets and counter threats.

PARKING

Parking is a huge responsibility that is generally given to the Security Department. Besides being responsible for protecting the assets of the lot or garage, you may be responsible for other business related to parking such as Booth Staffing, Maintenance, and Cleanliness. Each of those functions relate directly to Safety and Security, so we will discuss them and more in the following sections.

Cleanliness

An area that appears well kept, clean, and often traveled is less likely to experience crime. We have all seen how an abandoned building maintains its appearance until that first window is broken or wall is vandalized with spray paint. The same is true for parking lots. Keep your garage or parking lot free from trash, road sand, and debris. Ask your environmental services crew to assign someone to this area full time to pick up, sweep, and empty trashcans. Guests who stop at your hotel on a long road trip will use your garage to dump their trash and empty coolers. Have sufficient trash receptacles for this purpose and keep an eye out for trash dumps throughout the parking area.

Graffiti should be reported and expunged immediately. One tag is all it takes for graffiti to multiply. This makes guests feel uncomfortable anyway. In an established gang area, a tag may indicate "ownership" of turf and send the green light to local car burglars and vandals that your lot is wide open.

Abandoned vehicles should be addressed before they become obvious to others. Keep a long-term parking log for guests and employees who leave their cars parked while they take vacations or look for a spare tire. You can mark cars that are parked over two weeks and then tow them after another week.

In 1982, James Wilson and George Kelling wrote the Broken Windows Theory. This theory asserts that one broken window in an abandoned building soon attracts more vandalism and ultimately squatters, arson, and blight. The theory also applies to abandoned cars in parking lots and litter on sidewalks. New York Mayor Rudy Giuliani made the theory famous and proved it right when he applied the theory to the New York subway system. Targeting minor crimes and visible nuisances lowered the major crime rate for 10 years in that city.

This theory can be applied to your parking garage. Abandoned cars, litter, graffiti, and other minor vandalism, if immediately resolved, will keep other crimes at a minimum.

Lighting

There are minimum industry lighting standards for parking lots and garages. I suggest you exceed those until your garage or lot feels safe and comfortable. Your facilities manager will want to use cost-efficient light bulbs that turn the garage yellow or fluorescent white. Get involved in this process and make sure it stays bright and pleasant. Trash sweepers and Security personnel should be aware of lights that are out and get them replaced immediately. This goes back to the Broken Windows Theory.

Access Control

Even if you have free parking, access control to your parking area allows you to limit and track parking usage. It also allows you “the greeter” effect for potential troublemakers. If the garage has free ingress and egress, a burglar will feel much more comfortable entering to case cars. If he has to stop and take a ticket or be greeted by an employee, he is less likely to chance being remembered.

License plate recognition has become advanced, yet inexpensive, and can be a great security and marketing tool. Cameras photograph vehicle license plates as cars enter (being slowed by taking a ticket). The software of the system reads the license plate characters and compares them to a database. You may be able to use a police database and catch stolen or wanted vehicles. Alternatively, you can use your own database, which includes authorized vehicles, employees, and previous parking violators or unwanted guests. Your Marketing department can use the system to know when a VIP guest arrives and meet him in the lobby with his room key or a bouquet of flowers. Most importantly, a record of each plate coming in and out gives you evidence to be used in catching bad guys in their car or at least a time frame of when a car was stolen.

Speaking of stolen cars, having a booth attendant checking tickets as cars leave drastically reduces the chance of cars being stolen.

Security Patrol

Patrol type usually depends on the size of the parking area. Whatever patrol type you use—bikes, walking, vehicle, or perch—make sure they can cover the entire facility every hour or as your requirements dictate.

I recommend bicycle patrol for its speed, mobility, and stealth. Bicycles are relatively inexpensive, can get around almost anywhere quickly, and are a motivator for the more eager security officers. Bicycle officers must be properly trained and equipped (see Chapter 6). The Segway and other scooters might be used instead of bikes, but not as well.

Motorized security vehicles are expensive to operate and insure, but provide high visibility. This visibility is a deterrent, but also makes clear where security is not. Some hotels use a vehicle because this post tends to do double duty running errands. For inclement weather, it may be vital.

Walking patrol is the easiest to staff and maintain. Like the bike officers, make sure your officers outside are properly dressed for weather and visibility. They need to challenge suspicious persons and greet guests to provide that deterrence created by interaction.

Very few noncovered parking lots use a perch or elevated viewing platform, but they may be preferred in some areas. If you have one, staff it at all times. The false sense of security provided by having an empty perch could get you into trouble and the bad guys will figure out soon enough that it is empty.

Parking Enforcement

Enforcing parking accomplishes several objectives for your department and the hotel. The most important reason is the least obvious. Having officers looking for violators encourages them to patrol and keep their eyes open. (You have seen the rovers walking around in a daze or staring at the ground.) Enforcement also keeps the right spaces available for the right cars. You do not want employees parking in the premium guest spaces. You can use citations to discipline these employees or the annoying neighbors who use your lot without permission. Abandoned cars become more apparent when you enforce parking.

If you want to have teeth in this enforcement program, you have three options. First is the discipline, mentioned previously, that comes from an employee receiving a citation. Second, you can have a third party tow the vehicle. This gets the vehicle out of your lot, and costs the owner a lot of money to get his car back. The third option is a boot or immobilizer. This contraption secures one wheel so the car cannot move. It gives you a chance to confront the driver and explain the parking policies. You can use this opportunity to charge him a fee (which goes to your revenue instead of the tow company) and enter him into your database. This option is preferred because when you make a mistake—and you will make a mistake and boot a guest's car—it is easier to resolve than getting their car out of a tow yard.

CASINO SECURITY

Since the proliferation of gaming outside of Nevada in the 1980s, casinos are now in almost every state in the union and many other countries as well. Many of those casinos provide lodging as an amenity, so it is common to find a hotel attached to a casino. In fact, when casinos first started building large hotels in the 1970s, the hotel served two purposes. One was to get the casino patron to stay longer and spend more money. The other was to provide an amenity that the casino could give away to its patrons as a reward for losing their money. Of course, it also added some family aspect to a casino vacation where the entire family could stay and enjoy themselves while one or more parents participated in the gaming action.

Las Vegas, which has always lead the way in gaming innovation and trends, built huge megaresorts in the late 1980s with the Excalibur, Mirage, and later, the MGM Grand. Each had more rooms than any other hotel in the world at the time they were opened. This competition ran off and on for a couple of decades and when the size of a hotel maxed out at about 5,000 rooms, they started building minicities of several brands on one resort property. While the casino is still a large part of these destinations, it no longer provides the majority of the revenue. Retail, entertainment, hotel rooms, and even condominiums now contribute in a major way to the bottom line. In fact, even though big players can still get their free suite, most regular gamblers have to divide their gaming expenses into lodging, food, shopping, and entertainment.

Casino security has evolved and changed just as much as the buildings in which they work. Security was originally hired in a casino to protect the money. The antics of casino security officers are legendary and depicted in movies as hired muscle that operated as the right hand of management to exact justice on those who would dare try to cheat the owners out of their money. These stories are a bit exaggerated, but only a bit.

In the 1970s as organized crime was pushed out by large corporations, the Nevada Gaming Commission stepped up its own enforcement of the casinos. Background checks became more stringent and the “good ol’ boy” system all but disappeared. Regulations within the casino operation increased exponentially to prevent internal theft, which was allegedly committed mostly by management. Simple controls and dual and triple verification, accounting, and auditing procedures were enacted and enforced. This changed security’s role from private thugs to protectors of assets.

Casino Controls

Casinos use three independent methods of protecting their assets. Even though they are independent, the three processes work in relation to create the most secure system possible. The first concept is Verification. Whenever money changes hands in a casino, a paper trail is created. Often, this paper trail is in the form of a receipt or slip that has to be verified. Security is often the second or third verifier of these transactions. If money is exchanged between party A and party B, a third, uninvolved person needs to verify it, so Security is used. This is not so much because of their job function, but because they are usually the only ones around who are independent of the money departments.

For example, when casino chips are taken to a blackjack table to replenish it, a fill slip is created. The pit supervisor calls the cage and asks for certain denominations and amounts of chips to fill a bank on a table. The cashier creates a slip (just like a waiter in a restaurant). The cashier provides the chips with the slip to a security officer, who verifies the amounts match and takes two of the three copies of the slip to the table, leaving one copy of the slip with the cashier. At the table, the security officer delivers the chips and the dealer and pit supervisor sign as verifiers of the transaction. One copy of the slip is left at the table with the money, and the third copy goes back to the cage to be married with the original. Note that at every step of the process—every time money changed hands—there was a piece of paper and a signature. The cashier could have easily taken the money to the pit or the pit supervisor could have easily picked up her own chips, but the Security officer provides a third party to verify the money at each step so there is always two different people and no collusion. This is one of the most common and most visible duties of a casino Security officer. These types of transactions can vary and some properties have made them all electronic. Noncasino Security Departments can learn from these controls.

The second protection method in a casino is Surveillance. These professional observers watch employees and guests to identify theft, cheating, and fraud. They are mandated in most states to watch and record certain transactions and games. There are still some old surveillance guys around who actually crawled in the rafters of the casino, above the tables, to watch the players cheat. These same veterans have lived long enough to see great innovations in the size, range, and ability of cameras that allow them to watch from an air-conditioned office. As electronics have made the surveillance officer’s job easier, it has

also benefited the thief. Dozens of different methods of cheating have been tried and have succeeded over the years to gain an advantage in games of chance.

In our example of the pit fill, Surveillance watches the transaction at each step. When the chips are handed over to the Security officer, they are passed by a camera where the chips are photographed and counted and compared to the amounts on the slip. At the table, when the chips are again handed over to the dealer, Surveillance again photographs the chips and verifies the amounts. Even though the Security officer had possession of the chips alone during transport, they are verified at each end, narrowing the focus to him or her if any chips come up missing in the process.

One special place that Surveillance watches is called the count room. This is where all of the unverified money is taken each day to be counted. The cage is different; that is where money is exchanged, not verified. The cage maintains a balance of a fixed amount of money, never having more money than it is assigned until it receives a deposit from the count room. It never has less until it makes its own deposit to the company bank account. The count room does not have all of the controls and verifiers previously mentioned because it is receiving “raw” money from certain games and revenue centers. For this reason, there are multiple layers of security and numerous controls on this room. Surveillance is one of those controls and is responsible for making sure the other controls are followed.

In a casino, Surveillance performs many of the special audits and internal protection functions discussed in this chapter and Chapter 11. There are some great books dedicated entirely to casino security. If you want to learn more, search for Alan Zajic, CPP; Derk Boss; and Gary Powell.

The third protection method in a casino is one that is discussed in Chapter 11—Internal Audit or Accounting. This department, independent of all others and headed by the aptly named Controller, is the final stage of all transactions. Auditors audit the transactions and make sure that everything balances, that no money is missing, and that all regulations and policies were followed through the other steps. This creates the final leg in the “checks and balances” of a casino operation. In that original example of a pit fill, an auditor would verify all three stages of that transaction the next day. The first and second copies of the fill slip come from the cage; the third copy comes from the count room where it was retrieved from the drop box on the table; and a fourth copy is the hidden or electronic copy contained in the cage records of money sent out. These are compared with logs of money coming in at the pit. The auditor also verifies all proper signatures on the slip, makes sure there are no sequentially numbered slips missing, and that fills requested match fills processed. There are several places, or a paper trail, to find exactly when an amount was changed or a verifier missed.

Regulation Hierarchy

In Nevada casinos, and many other jurisdictions, the gaming authority will establish basic guidelines for certain operations. These are generally called regulations and they provide very broad mandates, such as: surveillance systems shall be “in accordance with the casino surveillance standards.” Note that this does not really say anything except that there is some other standard you have to follow. That standard (in Nevada) says, “Access to a surveillance room must be . . . as set forth in its written surveillance system plan” (among

other things). This puts a slightly tighter level of restriction on the casino, but it also transfers the remainder of the control back to the private entity. The government in this second level of control is saying, "You decide how you are going to control access, and then follow your own rules." Gaming Control will then audit you and enforce your own regulations against you. These are called internal controls. The next level is simply called house policy. For example, the Surveillance room may have a sign-in log or require an ID badge for entry. That is not required by a government agency, but it is your own policy for following the higher level of control. Then, to finish our example of these cascading regulations, the Surveillance department policy for entry to its room might be that officers only allow entry after verifying proper ID and with authorization from the room supervisor.

For better understanding, look at our own country's system of laws. At the top, we have the Constitution, which provides a broad framework to follow. The next level is federal laws, which give restrictions that are more detailed, but must adhere to the minimum set in the Constitution. The next level (generally) is the laws of each state. The state can have a law that is more restrictive than a federal law, but not less, so they are usually just more specific. Then we have local ordinances and even private property policies.

I explain gaming laws in this manner to illustrate that most rules that we follow in a casino are not really laws at all. They are often house policies put in place to make sure we follow those broad laws and regulations. This is important when enforcing and following rules. It is also helpful to know that because most of the procedures that officers follow are created by the casino, they can be changed by the casino. If you are doing a pit drop at 2 a.m. every day, which also happens to be the closing time for all the nightclubs in your area, you might want to change one of those times.

Casino Patrol

Besides the previous examples, Security provides many more administrative and regulatory functions in a casino. This includes drops (removing money from a device), escorts, transfers, and key issuance. Security also patrols as outlined in this chapter. In addition to normal protective patrol, they also are responsible for keeping minors off the gaming floor, addressing those suspected of fraudulent acts (e.g., taking money from a machine without placing a wager), and enforcing alcoholic beverage laws.

Some jurisdictions do not supply free drinks or allow smoking as they do in Nevada, so alcohol is a major factor in most security-related issues in casinos there. Security officers need to be specially trained in recognizing intoxication as well as managing those who have had too much. Even though Nevada's dram shop laws (more detail is in Nightclubs and Bars in this chapter) place responsibility on the person doing the drinking, casino Security officers are very aware of their moral responsibility in handling intoxicated persons. We no longer see officers throwing drunken patrons out the back doors into the alley. Sensitivity and responsibility have prevailed and now officers will go to great lengths to protect an intoxicated person. This may include taxi service, phoning a friend, all the way up to providing a room (for good players). This is good business more than a matter of legality.

Casino security officers need to be specially trained in cheating laws in their jurisdiction. This brings us to the difference in Surveillance and Security. Many people confuse and even merge these two casino functions—probably based on movies and television.

Like everything else, properties vary, but the differences are fundamental and very clear. Surveillance reports directly to the Controller or General Manager. They are an oversight department like Accounting and have to be separate in the chain of command from Security. Surveillance is the “eye in the sky,” primarily watching anything that has to do with gaming, money, or compliance. I say “primarily” because more and more, Surveillance departments are using “dataveillance” to watch their assets. They have the unique ability to take a transaction from an exception report in the accounting system and actually observe it live or recorded to see what really happened. A good Surveillance department uses any tool that it can get to catch internal and external theft and fraud.

Security in a casino is the more visible representation of enforcement and prevention. Security physically patrols and responds to incidents of all types. In fact, if Surveillance sees a crime in progress, they will generally call in Security to make the arrest or detention. Security also may monitor certain cameras, but usually they are related to guest and employee safety, such as the common areas, access points, garage, perimeters, and stairs. Some jurisdictions—not Nevada—have a gaming agent who is actually employed on property to ensure compliance and enforce gaming laws. So, in these cases, Security may have nothing to do with a gaming crime because Surveillance will work directly with the agent in-house.

Detention

Also in Nevada, and in some other states and tribal areas, gaming laws allow for “detention” rather than arrest. For example, if a Security officer has reason to believe a person committed a gaming crime, he may detain that person to notify a gaming agent. Notice the difference is that they do not have to know a crime occurred or even witness it. This protects the casino from liability and allows the gaming agents to perform an investigation if they merely suspect a criminal cheat. The example in the textbox below shows the abuse of this enforcement tool.

In 2010, a guest at a large Las Vegas casino was suspected of cheating at a table game. Security followed the man to his hotel room, detained him, transported him to a holding room, searched him, and took \$500 in gaming chips that the casino would have won if the bet had been completed. Security then “trespassed” the man and evicted him from the hotel, never notifying a police officer.

Although most gambling jurisdictions have special laws designed to assist in the investigation of cheating, there are no laws that can trump a person’s constitutional rights. This “arrest” violated federal law, state law, gaming law, and even the casino’s own policies. As usual, the \$500 return on this situation will not even come close to the likely settlement that will be made.

Deployment

Deployment of security officers depends entirely on the size of the casino and what other facilities it has, such as hotels, restaurants, shopping, and parking. In the old days, the

priority was on the money and all you saw was an officer stationed near the cashier cage and the rest of the officers moving money about the floor. As we have evolved, we realized that money is an asset secondary to our guests' safety. Now most casinos have officers patrolling the floor, perimeter, and other areas watching for troublemakers and preventing problems.

If you have a casino on your hotel property (or a hotel on your casino property), you likely have a done a Risk Assessment and made a Security Plan as described in Chapters 1 and 2. You also know that the money in the cashier cage is insured and worth far less than a rape or a physical assault in your garage. Besides, your cage robbery procedures probably instruct cashiers to give robbers whatever they ask for to protect employees and bystanders. However, there is at least one simple thing you can do to increase your patrol coverage or reduce your workforce. That savings comes in the form of all of the regulatory functions that you provide. This requires some collaboration with other departments. See if you can schedule all of your drops and other duties in a sequential format. For example, instead of starting the pit drop and the validator drop, try to change the start time of the pit drop to be first, then the validators immediately after. Most casinos used to schedule four officers (or more) at that one hour of the shift just to complete those tasks. Only two are needed if scheduled sequentially. I once knew of a very large casino that scheduled 12 officers between 2 a.m. and 4 a.m. just for drops. The controller wanted everything in the casino dropped simultaneously to make the paperwork look cleaner. Someone finally convinced this controller that the cost of security for this daily event far exceeded whatever convenience it was for the accountants.

Innovation

Casinos invest more than the average business in surveillance and detection equipment, hire and train teams of officers to staff surveillance rooms, and have unusual situations and crimes. Therefore, the casino industry has given the rest of us many innovations and methods that we might have never encountered.

For decades, Security Departments placed cameras in a manner that allowed us to get a great view of the top of customers' heads. We have since learned that we can get better images of faces from cameras mounted at a farther angle on the ceiling or even mounting them on the wall and in doorsills. Casinos are also very good at using what are called "choke points" and high traffic areas to get identifiable shots of perpetrators. An overhead camera can get a view of a certain activity and then a camera placed in a high traffic area can be used to identify the person. Despite what you see on television, facial recognition has not been refined to a practical application, but casinos are getting very close. I suspect they will be the first to master this emerging technology.

Casino surveillance officers have perfected the science of video patrol and investigations. These experts have developed techniques that maximize the power of video. Where we used to use video to passively monitor a particular area, casinos have taught us to identify suspicious behavior, zoom in on it, and use multiple angles to determine criminal behavior or undesirable activity. There is more information on video patrol in Chapter 9.

Casino accounting departments regularly use video to audit gaming. They may use it to recall a Keno game or verify a large jackpot. In casinos, it is very common for a department head to have a video feed right to her office to monitor her employees and customers.

Casinos have also taken interproperty communication to levels that are more effective. Besides just having meetings where suspect and criminal information is shared, they have gotten very good at transmitting this data in real time to their neighbors. Video links, Internet streaming, and email are just a few of the ways that casinos can send images up and down the “strip” before the bad guy even gets to his next destination.

There is no patent or ownership of these ideas and techniques. Take advantage of this experience and utilize these concepts wherever you can find them useful in your operation.

NIGHTCLUBS AND BARS

Most hotels offer some sort of adult entertainment in the form of a bar that serves alcoholic beverages. Many hotels have enhanced the simple bar into one or more nightclubs. Of course, there are also stand-alone nightclubs and bars. All of these business models are addressed in this section.

Need for Security

Before we get into the protection of these types of assets, we need to determine which ones actually need security. This was addressed in Chapter 1. As a simple review, for any location, such as a bar or nightclub, you will need to assess the threats and probabilities associated with those threats and determine if the location is in need of physical security. Some locations may need only the very basic layers of security and no human security presence. Still others, because of their large size, location, and type of clientele, will need a sizable security force.

Human Security

If your Risk Assessment has determined that your club or bar needs security officers, the worst thing you can do is compromise on the staffing and training. Problems occur when management hires a maître d’ or other operational employee and assigns him or her to double as a “bouncer” or security officer.

Security officers (door host, if you prefer) require training and cannot be expected to perform both jobs efficiently if they are tasked with something else besides protection of assets. For this reason, many clubs replace the traditional door host/hostess with a fully trained Security officer. Let’s look at some of the roles and duties associated with Security in a bar or nightclub.

Door Host

This may be the most important job function in the business. This officer has several duties that affect the entire demeanor of the crowd and the success of the business.

ID checks—Every person entering a crowded club needs to be identified. The primary reason is to verify legal age. Some training and tools need to be provided to the door host

so he or she can adequately scrutinize identification. Jurisdictions across the country have rings of ID forgers that cater to college students. Make sure your hosts are familiar with real and fake IDs. Create a policy about alternate identification that will be accepted. The International Driver's License is a popular fake ID for minors. These can be purchased from the Internet and there is no such legitimate thing. The host should investigate further why the person does not have a local ID. Several devices available verify ID. They are not foolproof, but they read the magnetic or barcode strip on the license and display the current age and name on the device so the host can verify that against the front of the document. The extra benefit of these machines is that they keep a record of every person entering the establishment in case there is some criminal investigation later. If you are clever, the output of this device can be superimposed onto the video of the door. Then you will have a face and identity of each person who walks in. That would be very useful if there is a fight or worse. The Marketing Department may also want to get their hands on this database of names and addresses.

So what's the big deal with fake IDs and minors drinking? Besides the ethical and moral reasons of enforcing the minimum drinking age, there are some legal ones. Many jurisdictions conduct "stings" to make sure you are following this law. The bartender generally gets a big fine, but your liquor license is in jeopardy as well. This is multiplied by the several agencies that can enforce these laws. The state or county alcohol board, the city code compliance, city police, county sheriffs, and state police can operate these stings and write you a citation. In a casino, the gaming agency gets involved as well.

Consider running your own stings on your bartenders to find out which ones ignore the policy of checking ID. You can do this with servers and door hosts as well. This will show those enforcement agencies that you are trying to comply with the law and do not tolerate illegal activity from your employees. Check with your local police before you start confiscating IDs.

Occupancy count—It is the door host's responsibility to maintain a headcount of total occupancy. There is already a limit established by the fire department, but you should have a limit of your own (less than the fire department's) that you feel can be controlled with the staff you have. You can use a mechanical clicker, the ID machine described previously, or an electronic counter. Of course, you need to count those leaving as well to have an accurate count. Keep this count on a log with entries at least hourly. This document will be used if the fire marshal comes for an inspection, and is required by some licenses.

Behavioral assessment—The door host needs to be trained in behavioral recognition. She should have the ability to scrutinize customers or refuse admittance to those who act suspiciously or meet certain criteria. The door host also enforces the dress code. This is the best way to prevent trouble. Dress codes are discussed later in this section.

Search—If your business searches customers, the search is performed at the entrance. Searches are for weapons, controlled substances, and outside food and liquor. This also requires training and discretion. Searches are also discussed later.

Queue lines—A successful club will have a waiting line for entry. This line is a good opportunity to assess the behavior of potential customers. Those who are provoking fights, already drunk, or creating a disturbance should simply be refused entry. Whatever minor infractions that occur in line will just get worse inside, so take advantage of this chance. Warnings are usually a waste of time because the line is where people are the least intoxicated and know they are being watched. Prevent problems by refusing entry to these persons. Make sure the line is orderly and not blocking public sidewalks or creating a disturbance that would bring negative attention from the police or neighbors.

VIP entry—Door hosts traditionally make a huge income accepting tips for special favors (like avoiding the queue line). They also will allow entry for their friends, friends of the DJ or band, and “promoters” who bring in business. This is a huge problem for some clubs, so whatever your policy on tips and special entry, make sure management closely and strictly enforces it. It is too easy for a door host to acquire a little too much power and control over your business.

Controlling the exit—It is so tempting for a club or bar to think of an exiting patron as just another empty bar stool. Dram shop laws protect bars from liability for a person after he leaves, but you will be sued if your patron walks out in front of a bus, so take steps to lessen that chance. Someone walking out who is visibly intoxicated should have a designated driver with him. It is good business to see that these persons are not driving and get into a taxi or a friend’s car. Consider a lone woman being escorted out by a couple of men. Is this a potential rape scenario? The door host should be able to get some affirmation from the woman that she is leaving with friends and make a reasonable effort to intervene. A brief scrutiny of the men by Security is reasonable enough to dissuade most assailants. If in doubt, the police should be called. This is not an arrest or detention scenario, so be sure of what you can legally do.

Dram shop is a legal term for a bar that serves alcoholic beverages. Dram shop laws vary from state to state as do the court cases involving liability with serving alcohol. There have been many verdicts on both sides—and everywhere in between—deciding for and against bar owners and bartenders on the subject of over-serving patrons. Regardless of the verdicts, which are too numerous and varied to mention here, one thing is clear: Owners and employees have an obligation to be responsible in their serving of alcohol. Everything works against common sense in these incidents. The owner is motivated by profit from sales, the bartender is motivated by tips from the patrons, and the patrons are motivated by wanting to drink until they are intoxicated. Management needs to take the high road here and continually monitor bar activity to prevent over-pouring and having guests drive drunk. This responsibility can extend outside the bar or lounge to Security, Valet, and other departments that interact with intoxicated guests.

Remember how critical the door host position is. Put your best officer there and make sure he or she gets sufficient breaks. Keep a close eye on the power this position wields. Rotating positions in a nightclub is a good way to avoid corruption at that post and to keep your hosts friendly and fresh.

Floor Patrol

Nightclubs can be fraught with criminal activity, drugs, sex, organized crime, and anything else you can imagine. The notion that these people have paid a cover charge or passed through security, thereby exempting them from responsible behavior, is dangerous to the business. Therefore, patrol of all areas of the club is necessary.

Dance floor—One or more officers should be stationed at the dance floor to watch for drug exchanges, sexual activity, fights, and intoxicated persons who could cause accidents.

Cabanas or private booths—These are dangerous and are not recommended. The only reason anyone in a club would want his or her activity to be hidden is because that activity is not allowed. If you want to allow sex or drug use in these areas, that is up to you, but the consequences of rape allegations or other violent behavior are serious. Instead, make the booths semiprivate without a curtain or door. Make regular checks of these areas to ensure everyone has their clothes on and there is not inappropriate or illegal activity.

Restrooms—Restrooms are another popular place for drug activity and sex. In this atmosphere, men and women tend to lose inhibitions about which restroom they use. It is very common to see males and females using either gender's facilities, especially for having sex. (The problem here is not the sex, but the allegations of rape that can come afterward.) Drug use and fights are prevalent in restrooms as well, partially because there are no cameras. The best security for a restroom is to have an attendant who will deter almost all of these situations, but can summon security if they still occur. Just like in the rest of the hotel, public facilities need to be checked regularly; more often in a busy club or bar. Document these checks and use cleaning and maintenance personnel to multiply your checks. Make sure they are trained on what to look for and what to report. If there are no female security officers, assign another female employee to check the female-only area and report. (See "Restrooms" as a separate section in this chapter for more information).

Back of the house—This area includes the employee-only areas, but may also include emergency exits and hallways or offices and store rooms. Regular patrol is required in these areas to ensure persons are not loitering. Hidden areas, as explained previously, are common places for people to step out of the public eye to take care of business. This is also a common way for employees to interact wrongfully with customers. Do not allow anyone to congregate out of view of security even if he or she is just trying to get air or is claustrophobic. These people can leave the facility entirely if they do not like the atmosphere. All exits should be monitored. Ideally, the exit is next to the entrance where it can be monitored by the door hosts. If not, you will have to assign someone to watch exits for re-entry, theft, and inappropriate behavior. Of course you have to have emergency exits, but make sure they are alarmed and that each alarm is checked and reset swiftly.

Management does have some responsibility when their patrons engage in mutual combat. There are two main considerations when these cases go to court. Foreseeability is first. Liability on management may come into play if they should have reasonably known that violence was going to occur. Was there an argument or some other disturbance? Were threats made? These factors give management a warning that something may happen, so they should be acted upon in their early stages. The second consideration when a fight occurs is the innocent bystanders. Two people engaged in mutual combat may be on their own, but on a dance floor where others can get hurt is a different story. Security has a duty to protect the other dancers in their establishment so that they are not inadvertently injured. In 2008, a knife fight occurred in a Connecticut nightclub. Two uninvolved patrons were stabbed and they sued the nightclub for negligence. The court sided with the plaintiffs, saying that the nightclub was negligent in monitoring the property.

Alcohol Service

Alcohol is the main attraction at any bar or nightclub. The band or DJ is secondary. Without alcohol, your club would not survive. Be careful not to take the responsibility of serving alcohol for granted. It is a privilege, as your jurisdictional authorities may remind you with inspections, regulations, and fines. Keep your eye on the following issues to keep your venue “alcohol-safe.”

Training—Everyone who serves or deals with alcohol in any way should be trained in responsible alcohol service. This training includes recognizing intoxication levels, proper cut-off procedures, ID recognition, and how to deal with intoxicated persons.

Over-pouring—Bartenders and drink servers can make huge tip money that can affect their judgment. Make sure your policy on serving to patrons and potentially intoxicated patrons is enforced by Security and management. If they know that their job is in jeopardy, they are more likely to follow those policies.

Minors—A minor being allowed entry and then served alcohol is likely your greatest liability. Strong policies, such as checking every ID, is recommended. This takes the heat off the bartender and server who are motivated by tips. If you come across a minor who is intoxicated, make sure you turn him or her over to a responsible adult or the police. Putting him or her back on the street just increases your exposure. Document these situations very carefully to show you acted reasonably and responsibly.

Intoxicated persons—Everyone in a bar or nightclub has some level of intoxication. The club should have a liberal designated driver policy. Providing free coffee and soda to designated drivers is cheap insurance. Beyond that, your staff needs to be aware when guests have reached their limit. Some behavioral recognition skills come into play and are taught in awareness classes. Absent that training, reasonable judgment needs to prevail. Someone who cannot clearly speak, walk, or make simple decisions is past his or her limit.

While the guest is still inside, the first step is to cut him off. This needs to be done gently and with tact. Rather than yelling to someone, "You're cut off," have a manager or Security do it. Then explain to the person that you have strict policies about over-serving and he needs to prove he can handle another drink before he gets one. He does not have to leave. He can have something besides alcohol to drink, or he can walk around, go to the restroom, whatever. This gives you the opportunity to evaluate further his motor skills and judgment. Few people will accept this alternative unless they think you will forget about them and serve them again later.

When it is time for an intoxicated person to leave, the worst thing to do is to dump her in the hotel lobby or out on the sidewalk. First, find a friend who can take responsibility for her. Second, get her a taxi. If someone absolutely refuses either, notify the police as you stall, get their license plate number, etc. (A billing arrangement with a taxi service is cheaper than a lawsuit from a drunk driver victim.) In a hotel, every employee has an obligation to monitor guests leaving a bar or nightclub and heading home. If someone is exhibiting signs of being intoxicated, the employee should report that person to security. The final check is at Valet. Valet attendants need to do a brief assessment to determine if someone is visibly too drunk to drive. The attendant should call Security if there is any doubt. Anyone who gets away and drives away drunk should be reported to the police.

It is common for contract security officers to take persons with whom they have problems in a nightclub and eject them into the public area of the hotel. That does not solve the problem for the hotel and is shortsighted. If they are not wanted in the nightclub, they certainly are not wanted in the rest of the property. Work out an arrangement with Security in the nightclub to either hand off the undesirable to hotel Security or walk them all the way off property.

Dress Code

A strong dress code is a good way to limit trouble. Make sure the dress code does not target a certain protected class, such as race, gender, or age. It needs to be unambiguous so there is little discretion by Security. Saggy pants and baseball caps are often listed as being prohibited on a dress code. If you exclude those, remember that the women whose thongs are visible or are wearing a hat would also have to be excluded. Instead of excluding "Raiders" jackets, just exclude sports clothing or heavy jackets. Get ideas from other clubs and even a high school.

In and Out Privileges

Guests have many reasons for wanting to leave a club and come back. One is that they are simply hopping around until they find the best crowd. Second is they are leaving to use drugs, have sex, or buy cheaper alcohol. None of these reasons is good for business, so it is best to restrict it. Those who leave can go to the back of the line and pay the cover again. If your establishment does not allow smoking, you should probably have a smoking area that is separate and allows re-entry. A cordoned area near the exit is good because the hosts can watch it and control re-entry.

Does management have any responsibility for the safety of guests after they exit the building? In 1998, a nightclub in Washington, D.C. had its patrons exit through a door into an alley at closing. The door locked from the outside, preventing re-entry. Seventeen security officers were stationed inside the club and none outside. One customer was attacked in the alley and suffered permanent brain damage before Security realized there was a disturbance and broke up the fight.

This case went through several appeals and the original verdict of \$4 million dollars was affirmed for the victim. The court determined that the nightclub violated a national "standard of security" that provided for security to be posted outside nightclubs at closing.

Wristbands and Stamps

Many facilities use some sort of mark to let staff know that the person's ID was checked and sometimes for re-entry privileges. A device has not been invented that cannot be altered or duplicated. I have seen very creative ways of removing and reapplying wrist bands and duplicating ink stamps. (Layered security was discussed in Chapter 1). Markings are just one layer, so you need a backup. The backup is employee discretion. Inform guests or post signage that every guest is subject to re-identification at any time. Bartenders, servers, and Security should randomly check ID, as well as whenever there is doubt when serving a drink.

Gratuities

Most service employees would not work at all if it were not for tips. Good tips will attract good employees, but they also attract the bad ones. Your management team needs to decide two things regarding tips. First, will tips be shared, and by whom? Second, will Security accept tips? Either way, you will have some important enforcement issues.

Sharing, or pooling, tips is common in many service businesses. The total money taken in on a shift, or day, or week, is combined and then split evenly among the stakeholders. There are several considerations for management. If management supports the split, they may have to declare the tips as income. Will the support personnel, such as bus persons and maintenance be included? Will supervisors or managers have a stake? (The Wynn Corporation has been through several lawsuits and labor disputes over this issue.) Will Security be included in the split? One advantage of pooling is that it discourages hustling and employees competing for tips. A disadvantage is employees who pocket tips instead of putting them into the pool.

Tips that are not shared (going for your own) have their own issues. Those who work harder earn better tips, but they also tend to compete or fight over tips and turf. Employees also will accept an unreasonably large gratuity, such as for cutting in line, if they know they pocket the entire amount. Finally, if bus persons and other staff are expecting to receive a cut, they will be dependent on the generosity of each server.

As for Security accepting tips, I have seen this go very bad, so I do not recommend it. Security is supposed to be protecting the company's assets, so accepting a gratuity is likely

to encourage the bending or breaking of house policies. Most commonly, tips are given to door hosts to gain free or special entry, ignore a fake ID, or to forget the dress code. Tips that are given out of courtesy might come with an expectation of getting a break later. All of these circumstances hurt the business, so tips should be avoided. Enforcement is difficult and you will not catch everyone, but when you do, discipline should be severe to deter others.

Contract Security

Many hotels will have a third-party management company run the nightclub. With that often comes a contract security force. You likely will not have much say as to the policies and procedures of this group, but you should. This needs to be written into the contract so you can require a certain level of training, staffing, and supervision.

“Bouncers” tend to think they are hired for their muscle and size and not their skills in dealing with people. If they do not answer to you, there should at least be some agreements as to how common issues are resolved. Persons who are ejected from the club should be removed from the property entirely and not just dumped in the hotel lobby. I hope that you can have an arrangement where hotel Security is called to accept the supervision of anyone who is removed from the bar.

There is no shortage of one-syllable nightclubs in Las Vegas and third parties manage most of those. In July 2009, one hotel casino was heavily fined by authorities alleging sexual assault, serving to minors, mistreating intoxicated customers, and employee misconduct. This property, which apparently turned a blind eye to the activities in its nightclub, was made an example by the Gaming Commission and had to re-evaluate the security measures and policies at its nightclub, even though it was managed by a third party.

Staffing Ratio

You may find some recommended ratios of Security officers to guests, but they are so variable that it is not worth printing them. A formula like 1 officer to 100 guests would be nice for some venues, but it entirely depends on the location of the club, the layout, type of entertainment, type of clientele, and the Risk Assessment. Remember in Chapter 1 how we calculated how many officers we would need? That assessment will be used to create a Security Plan for your club that includes camera locations, staffing, policies, and other security procedures.

A suggestion to ease this process is to look at similar clubs. Check out their security at the height of their business and during slow times. See if they seem to be handling the crowd well, or are over- or under-staffed. Use that as a guide, but do not duplicate. Your location, building type, and other factors may be different, so use it as a starting point and adjust accordingly.

Occupancy

The leading contributors to most deaths in enclosed venues like nightclubs are overcrowding and panic. Fire, smoke, pepper spray, gunshots, fights, and even power outages can cause panic, stampedes, and death. Any of these events can send everyone running for a single exit. Most people, by nature, will exit the way they entered, regardless of signs and proximity. Besides taking steps to prevent these events, officers need to be trained and ready to direct occupants to safety. This starts with awareness by all employees of the exits and how to use them. Employees should be drilled and encouraged to use emergency exits as often as possible. Security should maintain constant patrols that ensure exits, aisles, and hallways are kept clear. During an emergency, officers should automatically post at exit routes to direct people out. Someone should turn lights on and use the PA system if possible to direct guests. Nonsecurity employees, if trained properly, can supplement Security in emergencies. Emergency plans are discussed in detail in Chapter 10.

In 2003, a fire erupted during a band performance at a nightclub in Rhode Island. Most of the 492 occupants tried to escape through the door in which they entered. One hundred people died from inhalation, burns, and trampling. The fire, which was caused by pyrotechnics, quickly spread black smoke as it burned foam acoustic material. The fire did not actually kill as many victims as did the resulting panic. As you might guess, every person who owned or managed the club, every person related to the band, and even the maker of the foam were sued for hundreds of millions of dollars. Several of them were criminally prosecuted. Besides fire prevention, all employees need to be trained to direct people out of the proper exits.

Room Search

It is a good idea to have security completely search the entire club after closing. This is when paraphernalia related to drugs, sex, and other prohibited behavior will be found. Condom wrappers, condoms, and underwear indicate those areas need to be patrolled better. Syringes, baggies, pill bottles, and other related items indicate where drugs are being used. Officers, using proper personal protective equipment, should check under tables, inside seat cushions, under bathroom sinks, in stalls, and behind curtains. Use this intelligence to alter patrol frequency and awareness of security. Consider saving these items as evidence in case there is an allegation of sexual assault or a drug deal made later.

Some clubs will suspend activity at certain times during the night to do this search. This can be done during a band break, intermission, or DJ change.

Manual

Finally, the nightclub will need its own policy manual (many of those policies are described in this chapter). Including it in the department manual may not be appropriate if you have separate security officers for this venue that will have specialized training or may even be from a different employer. Use the format outlined in Chapter 4.

SECURITY MEASURES

Consider what follows as your toolbox. Each of the tools has a specific use and may be combined with other tools to create multiple layers of Security. Not every tool applies to every venue, and some may not fit into your Security Plan, your budget, or your management style. However, you may find some that you did not consider before. You may employ all of them or some of them in combinations, and possibly others of your own not described here.

Behavioral Recognition

There are many training programs available to teach your security staff how to recognize suspicious behavior. While they focus on one type of activity, such as suicide bombers, active shooters, and other violent behavior, we can use the basics of these programs to identify just about anyone who might threaten our assets. This is touched on in the Retail Policies section in this chapter and the Active Shooter section in Chapter 10, but following is a general overview of the program.

Profiling has gotten a bad name as some lawyers and others misconstrued it as discriminating based on protected classes, such as race. Discriminating based on physical characteristics is not what behavioral recognition is about. The only time we would use physical characteristics to suspect someone is if he or she matched a description of a known criminal or from a group of potential offenders. For example, if you were trying to challenge any member of a Hispanic gang from entering your facility due to a Hispanic wedding taking place, you would use “Hispanic males” as one of the identifiers of those whom you stopped. Note that I said “one identifier” because not all Hispanic males are gang members. The public learned shortly after 9/11 that not all terrorists are of Middle-Eastern descent. Not all Middle Easterners are Muslims and not all Muslims are terrorists. Therefore, we concentrate more on behavior than on appearance, but we do not exclude appearance completely.

The following steps need to be implemented outside the building whenever possible. Once a perpetrator gets in the building, it is much more difficult to get him or her out. In the case of a random shooter or bomber, all he or she wants is to be inside, so it may be too late. This applies to nightclubs, amusement parks, etc.

The first step is to define the activity we are looking to prevent. In a hospitality environment, it may be a suicide bomber, active shooter, violent employee, or other unwanted persons like gang members, drug dealers, and pedophiles. Of course, your answer is that you want no one from that list on your property. That is fine as long as your spotters know what their objective is.

Next is to observe persons approaching the property. Because we are trying to prevent so many types of behavior that are dissimilar, it is simpler to find the behavior that is out of place. After watching guests for a few hours, you build a “profile” of what a hotel guest or nightclub visitor looks like. Then you look for the ones who do not match that profile. It may be a little different from hotel to hotel, but it may include persons who arrive by bus or walk to the property; persons with no luggage; persons traveling alone; young males alone; persons not talking or texting on a phone; persons wearing different clothing, such

as heavy jackets, caps, sunglasses at night; and so on. Note that this is where some people get into trouble. None of the activities from this list constitutes violent or criminal behavior. Combined with other characteristics, they may exhibit behavior worth watching: looking around at cameras and security elements, avoiding eye contact, fixed stare or gaze, and being nervous or agitated.

Step 3 is what I call the second opinion or inside layer. Ideally, the outside officer sees a person with a heavy coat, walking alone, with a fixed stare, heading toward the front doors. She radios it in to the officer watching the lobby or a dispatcher who can track the person on camera. The second officer makes the same observations and either confirms it or discounts it with new information. This officer or dispatcher makes the call to challenge the subject.

Step 4 is the challenge. In the hospitality environment, we have to balance the elements of our mission in all situations, especially this one. We want to know who this person is and what he is doing, but we also want to make our guests feel welcome and comfortable. Therefore, while we consider this a “challenge” of the subject’s attention, those around us should see this as simple guest service. This is where training meets professionalism and attitude. One—and only one—officer should approach the person outside of the entrance and simply ask some service-related question. “Can I help you find something?” A regular guest will answer quite normally. “I am looking for my family” or “Yes. Where is the restroom?”

This gives the officer a chance to do some close-up analysis of the subject. Eye contact, smile, nervousness, and other facial and body language will decide whether more questions should be asked. Follow-up on the answer to the first question or ask other questions to find his intent in the building. Honest persons will provide quick, helpful answers. Persons who are lying tend to have slow, broken answers, with lots of mistakes in grammar and content. This is because they are processing the story they memorized and repeating it back. This also causes heightened arousal, which can lead to sweating, facial itches, fake yawning or chewing, and agitation. At some point, the subject either will convince you he is a legitimate guest or he is uncooperative and that is the point you ask him to leave. The bottom line here is that this is private property and if you are not a guest, we have no use for you, so have a nice day. Of course, we use courtesy and firmness to avoid offending anyone. I treat everyone as if he is the son of my boss, who will be reporting to her on my actions.

Avoid lying when approaching suspicious persons. I have seen officers tell the subject that he looks like someone in a wanted photo or someone they kicked out before. You do not need a reason for stopping and talking to a guest. If it is done in a friendly way, a legitimate guest will not have a problem with it. You can always tell the truth—tell them they looked suspicious wearing a big jacket in a warm building or they were sweating and pale so you were concerned for their health.

While traveling in a major U.S. city with my teenage son, we entered a famous office building looking for the observation platform on the top floor. As soon as we walked in the main doors, two plainclothes security officers immediately approached us from opposite sides of the lobby. One asked me if he could help me. I was dressed as a tourist, so it was obvious I was not a businessman and had entered the wrong doors. I told him I was looking for the entrance to the platform elevators and he explained I was in the

tenant entrance and directed me to the proper place to go. I was not offended or embarrassed and later told my son they probably had Uzis under their jackets for the real bad guys. They were well trained in customer service, behavioral recognition, and probably combat. Security officers need to be better trained and use more discretion than “guards” who do not know better.

If we could put metal detectors and x-ray machines at our front doors, we would not have to think of clever ways to predict behavior. Unfortunately, this is not conducive to our hospitality environment. Instead, your detectors are the employees who staff the entrances of your facility. In a hotel, that would include Parking Attendants, Valet, Bell Desk, Front Desk, Landscapers, Maintenance, and Housekeeping. These employees should be exposed to a behavioral recognition class that provides the awareness needed to identify unusual or aggressive behavior and the steps of notification.

These employees should be watching out for physical and behavioral signs mentioned previously. It is also advisable to provide photos or BOLOs (Be on the Lookout) to these departments. Not only does this make them aware of known criminals in the area, but also it gets them accustomed to watching people’s faces.

When employees observe suspicious behavior or see a suspected bad guy, they should have a system in place for contacting security. This can be a simple phone call, a silent alarm that activates door cameras, or even hand signals to other employees. This information, one way or another, needs to get to security or the appropriate person who will challenge the person.

Search Stations

We don’t normally associate personal and bag searches with hospitality, but more and more we are seeing this type of access control at our facilities. Common applications are parties or concerts of a certain demographic and VIP events. If you pick and choose which events have their guests searched, make sure it is for good reason. For example, if you search people going into a rap concert, but not a country/western concert, it will appear discriminatory. However, if prior incidents have been associated with a certain band or singer, that gives you enough justification to search those attendees.

If you are going to set up a search station, you are taking on a substantial responsibility. The search gives guests the impression that they are safe from weapons in the event. Here are some Dos and Don’ts of searches.

- Do use common sense. A woman wearing skin-tight spandex, where a weapon could be seen, does not need to be searched.
- Do provide signs of what items are prohibited and for what items you are searching.
- Do provide check-in for prohibited items such as lighters or pocketknives.
- Do have a policy for handling contraband, such as drugs.
- Do provide camera coverage and at least one witness to all searches.
- Do properly train search staff on what they are looking for, what to do if they find it, maintaining a courteous attitude, and how to avoid inappropriate comments and touching.

Do not limit the search to large bags. If you are going to search, search every person and his or her belongings.

Do not use physical (touching) searches. This will cause more problems than you want. Use handheld metal detectors.

Do not empty purses, bags, or pockets. Make a visual check with gloves.

Do not put your hands into pockets or purses. This will avoid allegations of impropriety and theft.

Do not allow exceptions to searches. VIPs, special guests, small children, and little old ladies all get the same search. Discrimination or “profiling” allegations are the last thing you want.

I notice most searches at amusement parks and sporting events are for glass bottles. I suspect this is more to increase alcohol sales than safety. I have never once had my fanny pack checked when entering one of these venues.

In 2010, a man at a nightclub noticed some guests being pat-searched and wanded with a metal detector and others being allowed to enter through another door with no Security measures. During the event, the man was shot by someone who entered through the unsecured entrance. The shooting victim successfully sued the venue for negligence for not following its own admissions policies.

It is important for a Security Plan to be consistently created and implemented so that all persons are treated equally and all risks are mitigated. The second entrance in this case may have been for VIP or known guests, but as this incident proves, it was not a successful practice to treat the two sets of guests differently.

Arrests

As mentioned elsewhere in this book, arresting an offender is your very worst option, so it should be your very last resort. There are a couple of other options for dealing with criminals that are less dangerous, less expensive, and less time-consuming.

Refuse Service

The theme of this book is prevention and the easiest way to deal with problem people is to prevent them from entering your property in the first place. One of the greatest advantages of private security in private enterprise is to refuse service to persons who you deem undesirable to your business. Within your behavioral recognition layer, when someone who will potentially cause trouble is identified, he or she can simply be denied entry. This may include known troublemakers or criminals, ex-employees, or persons who are perceived as being a potential problem. This is one of our greatest tools. We do not need a reason, any evidence, or permission from anyone. We don’t even need a sign. Of course, you cannot discriminate—refusing entry to blacks, women, or short persons—but you can refuse service to someone who stinks, who is smoking, or who is playing their music too loud. Remember behavior, not appearance.

Trespassing

The trespass law is one of the most useful tools in our arsenal. States differ in their elements of this crime, but most put trespassing into three parts. The first one relies on posted signs, “No Trespassing”, which is not conducive to our open environment. The second part is entering a property after being warned not to enter. This is like the posted sign, except we specifically and verbally warn a certain person not to enter. When they ignore our warning, they are trespassing. This is commonly called an “86” and like the refusal of service, requires no legal reason. You can “trespass” former employees, persons who cause a disturbance, or anyone who you think might have committed a crime. Isn’t this a great tool? Just like your own living room, you require no reason. However, for your own sake, you should have policies and criteria on why you 86 people so you can defend these decisions to your boss or your lawyers.

The advantage of trespassing rather than arresting is that you do not need to prove a crime, but it provides the same result. Your job to protect the assets means keeping criminals out. Excluding them from your property keeps criminals out just as well as arresting them, right? In fact, arresting someone does not exclude him or her from returning after he or she gets out of jail.

The third part of trespassing is refusing to leave. Suppose you have someone creating a disturbance. You could try to arrest him for disturbing the peace, which is very difficult to prove and requires testifying witnesses. On the other hand, you can tell him to leave and if he refuses, he is trespassing. The law generally requires one warning, along with the consequences of refusal (arrest). This is a legally stronger arrest, and does not involve other customers. Although it is not required, you should use another security witness and give more than one public warning. For example, holding a first, second, and third finger in the air tells the suspect, nearby guests, Security, and the cameras that you are being reasonable and clear in your warnings to leave.

Last Resort

Arrests cause injury, look bad to everyone, and open you up to false arrest, excessive force, and other legal issues. Less serious, but still troublesome, is the drain on work force, payroll, and lack of security in the rest of the property. Then there is the time taken by the police, jail overcrowding, and so on.

However, sometimes there is no other choice but to make an arrest. Most jurisdictions allow a private person to make a misdemeanor arrest committed in their presence and a felony arrest when reasonable cause exists. Those same laws generally require Security to turn over the arrestee to a police officer. This requires some procedures, equipment, training, and space. Here are some examples of procedures to have in place for when (not if) you make an arrest.

Procedures

When possible, a supervisor should make the decision to make the arrest.

Officers should use company “use of force” policies, approved restraint and compliance methods, and company approved or provided equipment (handcuffs).

For guest and officer safety, two officers should remove a handcuffed person from public view and take him to a dedicated holding area immediately. At least one officer should physically hold the arrestee to prevent injury from fall and to prevent escape.

Once arrest is complete, all force is suspended except that force necessary to transfer the subject to the holding area.

The holding area should be a secure room, away from the public, audio and video recorded, with a bench or chair that is secured to the floor and with a locking seat belt to prevent escape.

The holding room should be inspected before and after every incident to prevent hidden weapons and contraband.

A search is made for weapons for officer safety only. Do not search for drugs, stolen property, or identification. The police will do that.

Remember that the room is recorded, so keep unofficial antics and dialog to a minimum.

Do not allow eating, smoking, or phone calls by the arrestee. The police are responsible for this and will decide what is necessary. Do not allow a restroom break unless the police are extremely long in arriving. Have a procedure in place for this in case you need it.

Have procedures developed for releasing a subject: one for releasing after a bad arrest and one for releasing if the police are not there within a certain time. Discuss this with your counsel. In my opinion, if you make a bad arrest, you are going to be sued, so you should at least be reasonable and release the subject immediately. The old line of thinking was to hold the subject until police arrived and hope for a miracle. If you release the subject and apologize for the inconvenience, you at least appear on video to be reasonable and not trying to do harm intentionally. The lawsuit is going to include false imprisonment and five minutes is certainly better than one hour.

If you are releasing a subject because the police cannot respond (a citywide emergency for example), make that call to the police in the room where it is being recorded. Tell the subject on video why you are releasing him or her, that you will still make a report to the police, and he or she may still be subject to arrest later.

In conclusion, make arrests a last resort. If you are going to deprive someone of his or her liberty, make sure it is lawful and that you can prove it. Be sure to document every step of the arrest and record and save as much video as possible to protect your lawful actions.

Video Patrol

Video patrol is a technique perfected by casino surveillance experts. Casinos and other venues that use cameras to prevent loss, such as retail outlets, are quite good at using cameras to observe, record, and apprehend criminals of all types. The basics included below are a good foundation for your own officers to enhance their skills and increase your effectiveness with camera systems.

Patrol Routes

Just like human patrols, surveillance officers use patrol routes for cameras as well. Routes are areas visible to cameras that can be “patrolled” electronically. Establish these patrol routes based on prior incidents, criticality of loss, and your risk assessment. Camera patrols

should be documented and the documents reviewed to ensure no area is being overlooked or neglected. Routes also keep your officers focused and productive, rather than engaged in inefficient, aimless camera patrolling.

Patrol Techniques

See Chapter 9 for monitor positioning. During routine patrol, officers should observe the following:

Guest behavior—This is more recognition. Do they look like guests? Are they acting like guests? Is there any suspicious behavior or suspicious items in their possession?

Employee behavior—Are they in their proper area? Engaged in normal work duties? Acting suspicious? Carrying anything suspicious or out of place? Is Security doing its job?

Property—Are doors closed and secure? Proper lighting? Any visible safety hazards? Anything that just does not look right?

JDLR (Just doesn't look right)—I don't know who coined this phrase, but it fits here perfectly. As your officer is video patrolling, she or he may see something that JDLR. This is where the camera has the advantage: Keep watching the activity until it looks right. Otherwise, it may be something that requires attention and officers are sent.

Camera Positions

Once a suspicious or important activity is identified that will require video coverage, such as a fight or theft in progress, the surveillance officer will manually place cameras. First is the suspect shot. The camera that has been following the suspect should remain on the suspect to get facial images and detail of the actual crime. Second is an overview shot. This angle shows the suspect in relation to his location (e.g., overview of the store, the lobby, or the dance floor). Third is also an overview, but at a slightly closer and opposing angle. This view will show the suspect's and accomplice's faces, hands, and contact with responding officers.

Smaller Operations

We discussed the need and use for cameras and alarm systems in several other locations in this book. Cameras, if watched live, can add more sets of eyes to the behavioral recognition process. Panic alarms can provide notification as described previously. In a large hotel with a security force and a video monitoring room, the advantage is obvious. A smaller hotel that may have a front desk associate and a night auditor also can make use of these types of alarms as signaling devices. When a suspicious person enters the building, the first employee could activate a button that simply notifies the other employee in the back that something is happening. Similarly, in a small operation, a door entry alert will let everyone know that someone has walked in so that he or she can be monitored.