

CONTENTS

Foreword	xxi
Preface	xxiii
Introduction	xxv
About the Author	xxvii

SECTION I Planning

1 Risk Assessment	3
External Risk Assessment	3
Internal Risk Assessment	3
Step 1—Divide the Property	4
Step 2—List Threats	4
Step 3—Severity	5
Step 4—Probability	6
Gathering Local Crime Data	6
Compiling Local Crime Data	7
Gathering Proprietary Incident Data	8
Gathering Market Incident Data	8
Determining Likelihood	8
Determining Risk	9
Foreseeability	10
Managing Foreseeability	11
2 Security Plan	15
Security Plan	16
Outlining the Plan	17
Department Mission	17
Organization	18
Policies and Procedures	20
Overall Property	21
Specific Areas	23
Deployment	23
Work Force	24
Combining Layers	25
Summary	26

CONTENTS

Specialized Patrol	27
Armed Security	27
Policy	28
Training	29
Discipline/Enforcement	29
Nonlethal Weapons	30
Dispatch	31
VIP Protection	32
Special Events	32
Medical Program	33
Defibrillators	33
Justification	33
Medical Sponsor	33
Training	33
Policy	34
Storage and Access	35
Follow-Up	35
Medical Calls	35
Medical Personnel	36
Medical Equipment	37
Antiterrorism	37
Standoff	40
Metal Detectors	41
X-Ray Luggage	41
Bomb Dogs	41
Countersurveillance	41
Video Surveillance	41
Domestic Terrorism	41
Data Security	42
Data Investigations	44
3 Budgeting	45
Budgeting Basics	45
The Process	45
Prior Year	45
New Year	46
Full-Time Equivalent (FTE)	46
Expenses	46
The Paperwork	47
Your Budget	47
Capital Expenses	47
Security Revenue	49
Restitution	49
Parking	49

Special Events	49
Lost and Found	50
Back-Charging	50
Justifying Security in a Down Market	50
Crime Rates	50
Internal Crime	51
Guest Comfort Level	51
Terrorism	51
Making Those Cuts	51
Creative Scheduling	51
Briefing	52
Supervisors	52
Spending	52
Procedural Changes	52
Patrol Areas	53
Arrests/Reports	53

SECTION 2 Policies

4 Security Manuals	57
Hierarchy of Rules	57
Types of Manuals	58
Company Manual	58
Security Manual	59
Training Manual	59
Creating the Outline	59
Foreword	60
Department Policies—Section 1	60
Organization—Section 2	60
Employee Policies—Section 3	60
Posts/Patrol Areas—Section 4	61
Systems/Procedures—Section 5	61
Laws Pertaining to Security—Section 6	61
Laws Pertaining to Guests and Employees—Section 7	62
Emergency Procedures—Section 8	62
Incident Response—Section 9	62
Documentation—Section 10	62
Writing the Manual	66
Other Sources	67
Delegation	67
Compiling	68
Updates	68

CONTENTS

Emergency Manual	68
Hazards and Threats	69
Starting the Emergency Manual	69
Testing the Manual	69
Incident Action Plan	70
Incident Overview	70
Location	70
Date/Time	70
Workforce—Management	70
Workforce—Posts	70
Special Assignments	70
Special Procedures	71
Other Department Procedures	71
Miscellaneous	71
5 Staffing	73
Hiring	73
Recruitment	73
Application Process	74
Interview	75
Second interview	76
Group Interview	77
Background	77
Drug Testing	78
Before Hiring	78
Orientation	79
Deployment	79
Schedules	80
Wage Structure	81
Survey	81
Base Wage	81
Raises	81
Training	82
Experience	82
Benefits	82
Reputation	82
Officer Development Program (ODP)	82
Proprietary versus Contract	84
Management	85
Responsibility	85
Supervision	86
Training and Coaching	86
Discipline	86
Delegation	86
Managing Managers	87

6	Training	89
	Funding Training	89
	Liability	89
	Reduced Turnover	91
	Quality in Is Quality out	91
	Consistency	92
	Training Program	92
	Academy	92
	Field Training	94
	Task List	94
	Evaluations	95
	In-Service Training	95
	Defensive Tactics	96
	Use of Force Policy	97
	Use of Force	98
	Officer Presence	99
	Verbal Commands	99
	Soft Hand Controls	100
	Chemical Spray	100
	Hard Hand Controls	100
	Impact Weapons	101
	Deadly Force	101
	Special Training	102
	Bike Patrol	102
	Equipment	102
	Training	102
	Documentation	103
7	Safety	105
	Program	105
	Compliance	105
	Awareness	106
	Training	107
	Communication	108
	Insurance Company	109
	Workers' Comp	109
	Accidents	109
	Documentation	110
	Risk Management	110
	Restroom Logs	111
	Safety Sweeps	111
	Spill Stations	112
	Escalator Shutdown	112

CONTENTS

Security Awareness	112
Terrorism	112
Emergency Response	113
Workplace Violence	113
Workplace Violence	114
Type I—Criminal Acts	114
Type II—Customer/Client/Patient Violence	114
Type III—Worker-on-Worker Violence	114
Type IV—Violence Stemming from a Personal Relationship	114
History	115
Conclusions	116
Anger	116
Workplace Violence Policy	117
Developing the Program	117
Related Policies	118
Training Program	119
Threat Management Team (TMT)	119
Domestic Violence	120
Bed Bugs	121

SECTION 3 Physical Security

8 Patrol Procedures	125
Posts	125
Post Orders	127
Hotel Policies and Procedures	130
Room Entry	130
Housekeeping	131
Marijuana	132
Service Animals	132
Wheelchairs or Other Mobility Devices	132
Parties in a Room	132
Underage Drinkers	133
Domestic Fights	133
Cooking and Other Unsafe Practices	134
Door Ajar	134
Welfare Check	135
Privacy	135
Unknown Guest	136
Room Inventories	137
Weapons	137
Room Thefts	138
Violent Crimes	138
Key Check Stations	139

Restrooms	139
The Lobby	140
Lost and Found	141
Restaurants	142
Walkouts	142
Employee Food Theft	143
Retail Policies	143
Shrinkage	143
Shoplifting	143
Catching Shoplifters	144
Surveillance	144
Arrests	145
Preventing Shoplifting	145
Flash Mobs	147
Spas and Pools	148
Lifeguards	148
Pool Rules	149
Safety Equipment	149
Hot Tubs	149
Spa Treatments	150
Chemical Hazards	150
Pool Parties	150
Theft	151
Valet	151
Employee Theft	152
Guest Accidents and Injuries	152
Vehicle Damage	152
Conventions	153
Risk Assessment	153
Security Plan	153
Special Event Permits	154
Outdoor Events	154
Parking	155
Cleanliness	155
Lighting	156
Access Control	156
Security Patrol	156
Parking Enforcement	157
Casino Security	157
Casino Controls	158
Regulation Hierarchy	159
Casino Patrol	160
Detention	161
Deployment	161
Innovation	162

CONTENTS

Nightclubs and Bars	163
Need for Security	163
Human Security	163
Door Host	163
Floor Patrol	166
Alcohol Service	167
Dress Code	168
In and out Privileges	168
Wristbands and Stamps	169
Gratuities	169
Contract Security	170
Staffing Ratio	170
Occupancy	171
Room Search	171
Manual	171
Security Measures	172
Behavioral Recognition	172
Search Stations	174
Arrests	175
Refuse Service	175
Trespassing	176
Last Resort	176
Procedures	176
Video Patrol	177
Patrol Routes	177
Patrol Techniques	178
Camera Positions	178
Smaller Operations	178
9 Systems and Equipment	179
Fire Alarms	179
Automatic Detectors	180
Manual Switches	180
Control Panel	180
Alert Devices	181
Suppression	181
Standpipes	182
Panic Alarms	182
Installation	183
Associated Equipment	183
Operation	184
Intrusion Alarms	184
Main Processor	185
Monitoring	185

Other Monitoring Systems	185
Access Control	186
Reader	186
Authorization	186
Mechanism	187
Key Control	187
Access Levels	187
Grand Masters	188
CCTV	189
Cameras	189
Camera Mounting	191
The Switch	192
Monitors	192
Recorders	193
Reporting Software	194
Tracking Systems	195
History	195
Today	195
Buttons	195
The Reader	196
Tracking Software	196
Lost and Found	197
Access Rights	197
Audit Trail	197
User Access	197
Employee Lockers	197
Lockers	197
Locker Placement	198
Security for Lockers	198
Key Dispensers	198
10 Emergency Procedures	201
Planning	201
Team	202
Evacuation Planning	203
Success	205
National Incident Management System	205
Communications	205
Resource	206
Command	207
Business Continuity	207
Emergency Response	209
Medical Calls	210
Active Shooter	210

CONTENTS

Fire Alarm	212
Actual Fire	213
Bomb Threat	213
Bomb Evacuation	217
Bomb Threat Call-Taker Instructions	217
Explosion	217
Suicidal Subject	218
Earthquake	218
Weather Emergency	219
Riots	219
Gas or Chemical Leak	220
Bioterrorism	221
Labor Strike	221
Power Failure	222
Escalator Accidents	222
Missing Child	223
II Investigations	225
Preliminary Investigations	225
Response to Calls	225
Training	226
Photography	226
Interview	226
Evidence	227
Report Writing	227
Format	227
Report Data	228
Narrative	228
Corrections	228
Hint	229
Attachments	229
Investigations	229
Report Follow-Up	229
Personnel Investigations	231
Interview	232
Victim	232
Witnesses	233
Nonwitnesses	233
Character Witness	233
Suspect Employee	233
Postinterview Conference	234
Interrogation	235
Resignation versus Termination	235
Conclusion	236

Cooperation	236
Unions	236
Translators	237
Burden of Proof	237
Criminal Investigation	237
Private versus Public	238
Restitution	238
Workers' Compensation Investigation	239
Guest Claims	239
Triggers	240
Statements	240
Witnesses	240
Analysis	241
Metrics	241
Data Sources	241
Creating a Spreadsheet	242
Crime Analysis	242
Location	243
Crime Type	243
Time	243
Suspect	243
Other Sorts	244
Crime Triangle	244
Off-Property Incidents	245
Reacting to the Data	246
Special Operations	246
Undercover Operations	246
Outside Agencies	246
Private Outside Agencies	247
In-House Operations	247
Covert Cameras	248
Room Losses	249
Bag Checks	249
Drug Testing	250
Random Testing	250
Postaccident	251
Cause Testing	251
Prostitution	252
Front Desk	253
Bell Desk	253
Suspicious Persons	253
Hotel Rooms	253
Homosexual Prostitution	254
Outside	254
Intervention	254

CONTENTS

Abandoned Luggage	255
Risk Assessment	255
Back Track	255
Internal Procedures	256
Official Response	256
Internal Crime	256
Internal Audit	257
Security Audits	257
Types of Audits	258
Performing Audits	258
Accounting	259
Cashiers	260
Restaurants	261
Receiving	262
Outgoing Theft	262
Receiving Theft	262
False Orders and Return Thefts	263
Lost Merchandise	263
Housekeeping	263
Security	263
Background Checks	264

SECTION 4 *The Security Executive*

12 Executive Skills	267
Executive Growth	267
Finding Your Place	268
Cooperation and Collaboration	268
Executive Meetings	269
Communicating with the Boss	270
Communicating with Your Staff	271
Maintaining Morale	272
Officer Empowerment	273
Open Door Policy	275
Personal Growth	276
Your Work Ethic	276
Stress	276
Time Management	277
Delegation	277
Personal Habits	277
Visibility	277
Respect	278
Attitude	278

CONTENTS

Networking	279
Regional Training	281
Regional Communication	281
Collaborating with Other Properties	281
Mutual Aid	281
Regional Disaster Planning	282
Summary	284

