

# FOREWORD

This outstanding overview of security operations in hospitality environments takes the reader through practical and easy to understand methods and best practices for establishing or improving a professional, proactive proprietary security force. The book stresses the importance of prevention and investigation into the root causes of incidents as a tool for avoiding future undesirable events.

The lodging component of a hospitality environment creates challenges to the security professional by its complex set of assets and amenities especially when combined with gaming environments. Darrell Clifton takes the reader through a logical and methodical process to first evaluate what risks are inherent to hospitality environments, how to assess those risks through threat and vulnerability assessments and methods to mitigate, eliminate or transfer them.

His approach for protection of people over assets is dead on and a concept that sometimes gets lost in the process of everyday business. Clifton emphasizes this important concept to include the training of security personnel in guest protection management. His three step approach for protecting guests, employees and property takes the reader through valuable insights into the business of renting rooms to transient lodgers and their wandering through a hospitality facility.

This is especially important in that each registered guest brings with them their own unique set of circumstances, family values, problems and social issues. The security function must operate to protect their individual rights, their right to privacy, and their desire to enjoy the facilities they are patronizing and contributing to the revenue stream. This must be balanced with the obligation, or duty, to provide reasonable care from foreseeable harm by the hotel to avoid incidents and litigation. Clifton clearly establishes and identifies practical, reasonable and cost effective ways to accomplish this balancing of guest enjoyment with guest protection.

I have had the pleasure of attending seminar sessions conducted by the author and have always taken away valuable insights from his experiences and successes in a difficult and challenging environment. He has a true grasp on policy and procedure from the development stage all the way through the implementation of the important self imposed standards that should be in place in any hospitality environment. If there is no policy or procedure in place, employees will react in a manner based on what they believe is the right thing to do and not always what is the desired response by management. Using the policy and procedures as the foundation for the training program and placing strong emphasis on training is a theme in his operations and in this book.

Section three of the book gets into the nuts and bolts of security operations to include actual strategies and methods to patrol casinos, arcades, parking lots, retail and food and beverage outlets. Patrol rarely gets the appropriate attention it should in training of security personnel. Patrol is often considered common sense and is probably one of the most important functions that security must perform. Clifton clearly identifies the documenta-

## FOREWORD

tion, training and methods to conduct effective patrol of a venue in easy to understand language.

He includes the technical side of securing a hospitality environment which is truly what is referred to as a “soft target” with many entrances and therefore opportunities for non guests or undesirables to access. CCTV system use by security personnel, alarm systems and communications to just name a few. The nightmare of dealing with “lost and found” is even covered which is rarely seen in any publication or article.

Clifton shares his knowledge and experience as a truly professional security executive with the reader to provide insights into his successful management style. Although hospitality environments tend to operate in an autocratic manner he has a true grasp on how to motivate, manage and obtain positive results from personnel which are always the hardest part of managing a security department.

Clifton takes his years as a proven industry professional and converts it in writing that should become a part of any hospitality security director’s professional library. I consider him to be one of the best current gaming security directors in the business with a reputation of integrity, strong ethics, proactive approaches and creative management skills. This book will demonstrate to the reader what a true professional security director is and ways to become one.

Alan W. Zajic, CPP, CSP