

INTRODUCTION

The hospitality industry is a complex group of different types of businesses. Their commonality is that they provide a service to visitors. Lodging is a big piece of the hospitality pie and includes hotels, motels, bed & breakfasts, and even college dorms or government housing (as far as security is concerned, anyway). Another aspect of our industry is amusement parks. Theme parks, water parks, aquarium or marine life venues, golf courses, ski resorts, and many others fall into this category. Casinos are a huge player in the hospitality industry. Not only do they have their own hotels—and even theme parks—they also have their own way of doing business unique to the industry. Bars and nightclubs are other unique facets of Hospitality that have their own special considerations. Convention facilities round out this industry and include meeting space properties, arenas, stadiums, and outdoor event venues.

As for security in the hospitality industry, we are in the dubious position of having to keep our assets as secure as possible, while keeping our property as open and welcoming as we can. This conundrum compounds the complexity of our job functions, and is why we refer to our properties as “soft” targets. While it is hard enough to protect a nuclear power plant from intruders, terrorists, thieves, and spies, it is even more difficult to keep those same persons out of a hotel that is open to the public. Many of the traditional methods of security, such as locks, alarms, and cameras, are still used at our facilities, but we also have to employ more creative methods, such as patrol, behavioral recognition, and passive deterrence (signs, reminders, and awareness).

Moreover, the risk assessment is slightly more complicated because instead of hardening a target against intrusive threats, we have to take guest safety and crimes against persons into account. In fact, they take a priority over our intrinsic assets because they have a higher value—life over money.

This book will take you through the process of protecting those hospitality assets—guests, employees, and property. I have segmented this process into three sections. First is Planning. We will learn how to create a Risk Assessment where our threats and vulnerabilities are calculated with probabilities to determine risk. Once we know our risks, we can develop a Security Plan, where we decide how to apply various layers to mitigate the risks. Budgeting is included in this section because we need money to implement our plan and the amount we get will directly reflect where we go next.

The second section is entitled Policies. This is where we get into the establishment of an actual Security Department. We will start with documentation of our policies into a Security manual, training manual, emergency procedures manual, and incident action plan. We then add some dimension to the department by adding staff. That chapter will review scheduling, wages, deployment, and even contract security. After we hire them, we have to train them, so that is introduced in Chapter 6. I included some specialized training, such as use of force and bike patrol. Safety is first, so before we put those security officers to work, we will look at safety and awareness programs that every facility should have.

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Section 3 is Physical Security and this is where all of our planning is turned into action. We start with a detailed look at patrol procedures in all areas of the hotel including restaurants and nightclubs. The next chapter is the technical stuff. We look at alarm and camera systems, various software programs, video, and lost and found. Chapter 10 is about emergency procedures and response, examining response planning and the specific recommended response to certain emergencies. Investigations are reviewed in great detail. I think you will enjoy learning about this more glamorous part of our job. We talk about follow-up, interviews, crime analysis, internal crime, and even a few specific investigation types.

The book ends with Section 4 and one final chapter on Executive Skills. I consider this chapter more subjective and my goal is to have you learn from the successful leadership styles that I have seen and practiced. This is not designed to offend any particular style or person, but simply breaks through some of the stereotypes and traditions of those who have assumed the position of Security Director. I sincerely hope you will learn some things that will make you a successful leader. I welcome, encourage, and look forward to your feedback.

ABOUT THE AUTHOR

Darrell Clifton, CPP, is the director of Security at Circus Circus Hotel Casino in Reno, Nevada, having worked his way through every position in that department from front-line security officer. Clifton was very fortunate to have cross-trained in every operational department within the hotel and casino, which he feels has rounded his perspective on the relationship between Security and the success of the entire company. During his 25 years in Security Management, he has specialized in the process of prevention. This experience has led to the creating, writing, and implementation of new policies and programs on such topics as Workplace Violence Prevention, Hotel Security, Casino Security and Surveillance, Crime Prevention, Emergency Preparedness and Business Continuity, Drug Recognition, and many others.



Clifton chairs several community and national organizations including the Downtown Police Tax District, Alcohol Advisory Board, Washoe County Business Preparedness Committee, and the Northern Nevada Chapter of American Society for Industrial Security (ASIS). He also sits on the board of directors for Secret Witness, AlertID, and is the vice chairman of the Hospitality, Entertainment and Tourism Council. He is a frequent contributor to *Security Magazine*, *Casino Journal*, and as a speaker at ASIS, Reed Exhibitions, University of Nevada–Reno, and Gamepath.

Clifton is also a FEMA-certified Continuity of Operations Manager and participates in several state task forces to plan, write, and implement Continuity of Operations (COOP), Continuity of Government (COG), and other emergency plans. He was named by *Security Magazine* as one of the most influential people in the security industry.

