

HOTEL SECURITY

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I. PATRONAGE OF THE HOTEL INDUSTRY

Hotels invite patrons onto their premises. They have a responsibility to ensure that their premises are reasonably safe for their patrons and employees. This invitation extends to all parts of the premises to which the patron may be expected to go and to those parts of the premises that the hotel has led the patrons to believe they can go. This can include hallways, aisles, walkways, and areas of parking lots. This responsibility has been established by court decisions made in many jurisdictions. Additionally, as early as 1992 and reaffirmed in 2001, the National Safety Council has stated:

The degree of legally required attention, caution, concern, diligence, discretion, prudence, or watchfulness depends upon the circumstances. For example, a high degree of care is demanded from people who invite others onto their premises by written, verbal, or implied invitation. All sales and service enterprises must exercise a high degree of care for the safety of their patrons. As long as a business is open, it assumes a responsibility for the well-being of its customers.¹

Security for patrons and their property is important. If a bad reputation is labeled to a particular location, its' long term viability becomes questionable. The hotel industry has often been accused of being negligent in the security of its guests. Negligent security claims have resulted in courts ruling that the hotel industry take a responsibility for the safety and security of their patrons. Security is one of the most important issues confronting the hotel industry today. This issue is discussed in Introduction to Security:

The hotel and motel industry has been characterized in the past by serious neglect of many security responsibilities, an attitude that has only slowly been changing in spite of a number of very large awards by the courts in recent years against hotels or motels charged with negligent security, particularly in the area of protecting guests.²

As a result of this perception of security, as it relates to hotels, Introduction to Security further stated:

The area of civil liability is of great importance to the security industry because the courts have been more willing to hold the industry legally responsible for protection in this area than in others. This trend is particularly noticeable in the hotel and motel industry, where owners are liable for failure to adequately protect guests from foreseeable criminal activity. In some circumstances, a hotel or motel owner might be held accountable for failure to provide adequate protection from criminal actions.³

¹ Accident Prevention Manual for Business & Industry, Administration & Programs, 10th & 12th Editions, National Safety Council, 1992 & 2001

² Introduction to Security, Eighth Edition, Robert Fischer, Edward Halibozek, and Gion Green, 2008

³ Introduction to Security, Eighth Edition, Robert Fischer, Edward Halibozek, and Gion Green, 2008

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II. PARKING FACILITIES

Parking lots and parking garages are resources used by businesses for accommodating the vehicles of their patrons and employees. Parking lots and parking garages come in all sizes and shapes. They can be elevated above ground level or be subterranean. Parking garages can have levels of parking that are both subterranean and elevated high above the ground. Poor lighting, columns, ramps, and walls can lead to poor visibility within the parking garage. Parking lots can allow a criminal to watch for security and provide access to escape routes from the area. Remote areas of parking facilities, especially at night, require proper lighting.

Parking facilities have low levels of activity when compared to the business they are associated with. There will only be a small percentage of people in the parking facility compared to inside of the building of the business. As a result of this low level of patron activity in the parking lot, violent crime is more likely to occur. In 1996, as part of a research brief by the National Institute of Justice, Crime Prevention Through Environmental Design in Parking Facilities was highlighted. It stated:

Because parking facilities are more likely settings for crime-both violent and property- than all other real estate except residential, security is one of the most critical issues facing the owners and operators of parking facilities today.⁴

Security is more problematic for parking garages. Parking garages allow more vehicles to be parked on the same amount of land. Parking garages offer less natural surveillance than the level parking lot. This is because of the parking garage being partially or fully enclosed, elevated above ground, or having ramps that provide access to the multiple floors of the facility.

III. CRIME FORESEEABILITY

The foreseeability of crime determines what entails a reasonable security plan. Crime foreseeability is the reasonable expectation of a criminal act to occur. If a crime is not foreseeable, it doesn't mean that the crime isn't possible. It means that the crime was not reasonably foreseeable at that time, at that location, and under that circumstance. To determine crime foreseeability of a hotel property, a security survey should be conducted. A security survey is an examination and analysis of a location to determine the status of security already present, identify any deficiencies, determine what protection is needed, and make recommendations to improve the security of the location. Crime cannot always be deterred or prevented on a property that is open to the public, but there should be adequate security measures in place.

Determining Crime Foreseeability

Crime foreseeability is determined by three factors:

- a. Type of business**
- b. Crime history of the business property and the local area around it; and**
- c. The location of the business property.**

⁴ Crime Prevention Through Environmental Design in Parking Facilities, Mary S. Smith, 1996.

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If any of these factors reasonably points to a risk for crime, the issue of foreseeability should be addressed.

a. Type of business

The type of business, by its very nature, may have to be considered for the potential of crime occurring. The type of crime that can be reasonably expected can be predicted based on the very nature of the establishment even before it is constructed. The hotel is open to the public and invites different types of people onto the premises. Hotels are usually open 24 hours a day. Restaurants have varying hours of operation, with some open 24 hours a day. Night clubs are usually open from the early evening hours until the early morning hours. Some of the factors that need to be considered are:

- 1) Sales or service oriented business,
- 2) Types of patrons,
- 3) Open to the public, semi-private, or private,
- 4) Hours of operation, and
- 5) Alcoholic beverages provided.

b. Crime history of the business property and the local area around it

An examination of crimes that have occurred on a given property, neighborhood, or immediate area needs to be performed. This includes the frequency of certain crimes, the time and day of their occurrence, the relationship with the victim, and the location on the property where the crime occurred. This process is often referred to as a quantitative analysis. Information about criminal history of a location or area can be obtained from local law enforcement records bureau and internal records. Law enforcement records are the best source for obtaining a criminal history. In most jurisdictions, this is done by a request form being completed at the local law enforcement records bureau or the town clerk's (administrator) office. The policy of the jurisdiction, along with the available technology, varies from jurisdiction to jurisdiction. As a result, the accuracy and availability of the crime history is affected. Most jurisdictions have a computer database which allows the viewing of criminal statistics without manually going through every report generated. Thus, relevant information is readily available for analyzing the criminal history of a location and observing any patterns of criminal activity.

When analyzing criminal activity for crime foreseeability, it is essential to account for violent and property crime. A property or area that has an environment that experiences a lot of property crime creates a heightened risk for violent crime. This is an issue known by police and security professionals. As identified in Strategic Security Management:

Both property and violent crime should be considered when evaluating risk. Both security and police practitioners accept the notion that an environment conducive to criminal activity in the form of property crimes (e.g., theft, vandalism, burglary, etc.) creates a higher risk of more serious crime. The rationale for this belief is two part. First, some property crimes could either be a "threshold" offense for the violent crime (e.g., a burglar enters a hotel room and subsequently rapes the guest), or the property crime could escalate to a more serious violent crime (e.g., a thief caught

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attempting to steal a car subsequently assaults the person who caught him).⁵

The analysis of the property and violent crime rates are important, but not all crime committed on a property or area needs to be taken into account. An example of this is an act of forgery being committed by a patron or employee. Generally, this criminal act by itself does not provide an indicator of future assaults of an individual.

A qualitative analysis of an area brings in the human element of analyzing crime. It is much more subjective than a quantitative analysis; but it brings into consideration the opinions of the people in the area. Interviewing residents and business owners in the area can provide insight into their perception of the safety and security of the people who live and work there.

c. The location of the business property

The factors for consideration for security of a business include location within the community, other businesses in the immediate area, and proximity to major roadways or highways. A new business, located in a high crime area, should anticipate crime being foreseeable before it opens because of the immediate surrounding area. This can change later when the actual nature of the business is determined and how well the business is able to control criminal activity through use of various security measures.

d. Conditions affect the three factors

There are conditions that affect the type of business, crime history of the business area, and the location of the business property. Examples of some conditions are:

- 1) Large or overgrown bushes located in islands of a parking lot: These bushes can block the view of someone being able to see any activity on the other side of the bushes. This limits the natural surveillance, which is the ability of an individual to observe their surroundings, of an individual. This would limit an individual's ability to prevent being a victim of crime by being able to see a suspicious person. Also, an individual's ability to see someone else possibly becoming a victim of a criminal act and being able to respond may be compromised.
- 2) A fence that has holes in it or is not the proper height: If a fence has holes in it or is not of proper height, the purpose of the fence is defeated if it was to deter intruders from gaining access to an area.
- 3) Lighting not working properly or not properly positioned: If lighting is inadequate in an area, either because the light fixture is inoperable or there is no light fixture present, there is an increased possibility of property or violent crimes being committed in this area.
- 4) How security patrols are utilized: A security patrol can randomly check random locations of an area. This would prevent the predictability of the whereabouts of a security patrol by a criminal.

Conditions increase or decrease the likelihood of a crime being foreseeable within a factor. There is no perfect security solution when determining how to address the security of a property. Flawless crime prevention is not reasonably obtainable and not required, but a reasonable security plan is. The

⁵ Strategic Security Management, Karim H. Vellani, 2007

proactive analysis of crime foreseeability should result in the implementation of reasonable security measures in a parking facility. Security measures should prevent or deter criminal activity. Reasonable security measures are determined by a security survey of the location.

IV. SECURITY MEASURES

Active and Passive

Security measures of a hotel should take into account that security measures can be active or passive. They can be a deterrent or preventative measure to an individual considering committing a crime. Active security measures are the security measures that are the result of direct human involvement and the use of specialized equipment. Examples of active security measures are CCTV (Closed Circuit Television Systems) and security guards. Passive security measures are the security measures that incorporate the concepts of Crime Prevention Through Environmental Design (CPTED). CPTED, which refers to physical design features, will be discussed later in this article.

Deterrence and Prevention

For a security measure to be a deterrence, it has to have a psychological effect on a potential criminal. It discourages the potential criminal from committing a criminal act. Examples of deterrents are good illumination of a parking lot, CCTV, and signs posted indicating security guards patrol the area. For a security measure to be preventative, it has to be designed to physically stop a potential criminal from committing a crime. Examples of preventative security measures are a locked door and a security guard stopping people from entering an area.

V. CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

Background to CPTED

The planning for a new hotel property or the renovation of an existing one will often include construction or renovation that fulfills the needs of employees and patrons. One of the main design considerations is controlling and limiting entering and exiting a parking facility associated with a business property. Most criminals will arrive at a parking facility by automobile. This allows them to blend into the environment around them, not draw attention to themselves, and it helps them to escape undetected. By properly utilizing the concepts of CPTED (Crime Prevention Through Environmental Design), deterrence of criminal activity can occur.

Application of CPTED concepts

CPTED, during the design and construction phases, is relatively easy and inexpensive. These concepts are often more difficult and expensive when applied afterward. A lot of parking facilities do not have CPTED design features built into them. This is because of the basic concepts of CPTED being unknown to the property owner and the architect designing the property. Municipal government, through its building codes and zoning ordinances, can block the application of CPTED concepts. Examples of this are the improper placement of mandated landscaping that result in blocking the view of a parking facility, and requiring a specific height for light poles that doesn't take into consideration the placement and growth of required trees in the immediate area of the light pole.

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Environmental security design, which results from CPTED, has become an increasing part of the role of an architect. Various examples of environmental security design are:

- 1) Trimming bushes to reduce hiding places and provide increased visibility;
- 2) Natural and electronic surveillance of areas;
- 3) Increasing natural surveillance by windows on the building and providing clear lines of sight;
- 4) Provide adequate lighting;
- 5) Provide controlled access of the parking facility and building; and
- 6) Provide clear boundaries between the private property of the business owner and the public property (or the property of another private business owner) that may surround the business.

Today, CPTED incorporates psychological barriers for deterring a potential criminal's behavior. An example of this is when providing a clear boundary between the private property of a business and the public property next to it. By utilizing fences, signs, and landscaping; a potential intruder is sent a message to avoid this area.

CPTED Concepts

1. Lighting

Lighting is an important security measure. Good lighting is a deterrence to criminal activity. There are four ways to operate a lighting system: by a timer, by a photoelectric cell, by a motion sensor, and manually. There are some principles related to lighting that should be considered:

Illuminance

Illuminance, measured in footcandles, is the intensity of light falling onto a surface. Measurements of light are made with a light meter. The unit of measure for illuminance is footcandle (US/English) or lux (metric). There are two primary planes for measuring illuminance: horizontal and vertical. Generally, values not specifically mentioned as a measurement labeled vertical, are considered to be horizontal. The intensity of light on a horizontal surface is horizontal illuminance. Most illuminance measurements refer to the horizontal value. Vertical illuminance is important for identification of people. There should be sufficient light to identify someone.

Uniformity

Uniformity refers to the even distribution of light on a surface. In determining uniformity, minimum, average, and maximum illuminances are compared using ratios. Uniformity assists in perception and reduces the need for the human eye to adjust. There should not be vertical illuminances of the background of an individual that make the individual appear as a silhouette. This appearance of a silhouette defeats the purpose of vertical illuminance providing the ability to identify a person.

Glare

Glare reduces the contrast of a person to his or her background. It makes depth perception difficult and is a potential hazard to drivers. It is difficult to achieve vertical illuminance without glare. Glare can be effectively addressed by the type of light fixtures or the positioning of the light fixtures.

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Shields can be made part of the lens of a light fixture, so as to not allow any illumination to shine into the eyes of an on-coming driver.

Shadows

Shadows reduce the effectiveness of lighting and the uniformity of lighting. Shadows reduce the effectiveness of surveillance of the area, either by a person or equipment, and may give a person a feeling of not being safe.

Lighting allows the other security measures, both active and passive, to be more efficient in their application and operation. Adequate lighting allows greater natural surveillance. Also, it allows CCTV to be more efficient in its use to observe an area and with greater detail.

2. Natural Surveillance

Natural surveillance, which is the ability to see and be seen in one's surroundings, is a concept that applies to everyone. Not only does it apply to people in the parking lot or parking garage, it applies to people outside of the parking facility or inside the hotel. The ability of people walking by a parking lot or looking out the window of the hotel and being able to view the activities going on inside the parking facility enhances the security of the facility. In some parking facilities, good natural surveillance may be all that is needed to provide reasonable security.

3. Access control

Access control is best achieved in the initial design stage of a building or parking facility. Access control is gained through restricting the movement of pedestrians and/or vehicles within an area that is to be protected. Controlling access into a hotel and its rooms, or the hotel parking facility is a measure used to reduce the opportunity for a crime to be committed. Access control can involve gates, doors, locks, alarms and the use of policy and procedural controls.

Access control into guests' rooms is important. A reasonable policy of accountability and control for the key/key cards of rooms in a hotel should be established. The procedures associated with this policy should be effective in providing for the controlled access into these rooms. Without adequate key/key card control, locks are useless. A lock is part of a larger system that includes the door, the wall, the perimeter, and the security plan.

4. Signs and graphics

Signs and graphics that are carefully located in a parking facility can help patrons find where they want to go and minimize their chances of being a victim of a crime. Additionally, a sign indicating the area is under surveillance or there are security patrols of the area may be a deterrence to a criminal. A graphic is described as a symbol that sends a message in a picturesque manner. An example is a CCTV camera indicating the area is under surveillance.

5. Natural Territorial Reinforcement

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Natural territorial reinforcement provides a distinct boundary between public and private areas. The purpose of these boundaries is to send a message to a potential intruder to avoid this area. Natural territorial reinforcement is achieved by landscaping, signs, and fences. It is important to remember to allow for the natural surveillance of the area from the outside: keep the landscaping low and have fencing that is open in its design (picket, wrought iron, etc.).

6. Additional concepts of CPTED

In addition to the preceding five concepts of CPTED, the following two concepts have evolved and are also considered part of CPTED:

a. Maintenance of the area

The maintenance of the area is important to suggest to any potential intruder that the area is well cared for and crime-free. Garbage or debris, left in the area, suggests that the area is not cared for and there is no one responsible for the area. Abandoned vehicles should be removed from the area. The hotel property should be well maintained, not only for safety reasons, but for showing that someone cares about them. Not only should the interior of the building be well maintained; all exterior property should be too. It should be repaired, replaced, or removed. It is important to portray the image that someone cares for the area and is responsible for it.

b. Support by legitimate activity

There may be areas that are difficult to protect because of their location. These areas can benefit from the placement of a legitimate activity. These legitimate activities can include having a Police substation or a maintenance shop or offices located in the immediate area.

VI. ACTIVE SECURITY MEASURES IN A PARKING FACILITY

Active security measures can complement the overall CPTED features in a hotel property. Active security measures can help compensate for a deficiency of CPTED features. An example of this is a parking lot that is a dead end and there is no natural surveillance of the parking lot from the building. Natural surveillance of the parking lot area becomes less and less as a person walks farther away from the building, towards the end of the parking lot, where less people have parked their vehicles. The lack of natural surveillance can be addressed by CCTV and/or the presence of security personnel patrolling the parking lot. Additionally, when CPTED features are present, active security measures can enhance the overall security of the facility. Some active security measures are:

A. Security personnel

One of the best crime prevention methods is the presence of security personnel. It is important that the security personnel be recognizable and visible. They should be properly equipped to perform their duties. Security personnel should be able to communicate to others when assistance is needed. Additionally, security patrols should randomly check random locations of an area. This would prevent the predictability of the whereabouts of a security patrol by a criminal.

Proprietary and Contract security

Security personnel can be proprietary or contracted. Proprietary security personnel, also known as in-house security, are employees controlled by the company that is providing security for its facilities

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and other property. They receive their instruction and supervision from their employer. Contract security personnel are employed by a contract security firm. They provide their security services to a customer, but they are managed by the contract security firm.

Training of security personnel

No matter which type of security personnel is utilized, hiring of anyone should only take place after a background check is conducted. The security personnel should be trained and continue to be trained once employed. If they are required to be licensed, they should be licensed. The importance of training cannot be overstated. Security: By Design and Decree stated:

If security services such as guard or alarm companies are involved, their actions should also be carefully scrutinized. The degree of competence and professionalism varies greatly among these services. It can often be found that security personnel are inadequately screened, insufficiently trained, and ineffectively supervised. As a result, they may contribute to the security risk rather than eliminate it. Frequently, the actions, or in- actions, of security personnel are significant factors in security negligence claims. In many jurisdictions, security and alarm companies and security personnel such as guards are required to be licensed. Unlicensed practices and failure to comply with licensing requirements may be a litigation issue.⁶

Monitoring performance of security personnel

The management of security personnel should be delegated to someone who knows and understands the basics of safety and security. If the security personnel are contract security personnel, there still remains a responsibility to monitor their performance. It is important to make sure they are meeting the minimum contractual standards that are set forth. As Putting a Lid on Premises Liability stated:

Appropriate supervision by company management and the service provider is the key to quality control of security force operations.⁷

As a result of this obligation of management, Putting a Lid on Premises Liability further stated:

Who is responsible for setting standards for security officer performance? Traditionally, company management has relinquished that responsibility to the service provider. Allowing a security services provider to define adequate performance is tantamount to allowing employees to set their own performance standards and write their own evaluations. It is management's responsibility to participate in setting minimum performance standards and to continually evaluate contractor compliance.⁸

Whoever from the company monitors the contract security personnel; they should not micromanage the security personnel. They should review the daily reports and log sheets. Any issues or problems that arise should be discussed with the contract manager of the security personnel.

B. CCTV

⁶ Security: By Design and Decree, Robert A. Gardner, 1991 & 1996

⁷ Putting a Lid on Premises Liability, William F. Blake, 1995

⁸ Putting a Lid on Premises Liability, William F. Blake, 1995

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The specific purpose of the CCTV should determine the type of equipment that should be installed. With the ever changing advancement in technology, the system will eventually become obsolete. When an obsolete system still satisfies the purpose of the system, the equipment installed was the correct equipment.

Purposes of CCTV:

- 1) **Auditing of cash and credit card transactions:** The monitoring of financial transactions can be important in the investigation of theft or other incidents. Examples could be monitoring the cash register at a gift shop, bar or restaurant. Since employee theft can be a concern of any business, CCTV can be installed and positioned to monitor the transactions involving employees or the actions of employees while completing a transaction for a customer. Additionally, pictures of thieves using stolen credit cards can lead to their identification and prosecution.
- 2) **Monitoring of employee performance:** Overseeing how an employee performs their duties can help determine if an employee is following applicable policies and procedures.
- 3) **Remote location service:** An individual can be granted access through a door by someone located away from the area. Additionally, communication equipment can be set up so as to speak to someone while they are observed on the monitor of the CCTV.
- 4) **Alarm verification:** An activation of an alarm can be verified often times by viewing the area on CCTV. An example would be an activation of an alarm on an exterior fence. If the fence is viewed on CCTV, what activated the alarm can be determined (example: an animal or an intruder).
- 5) **Expanding the surveillance capabilities of Security Officers:** This allows one officer to monitor many places at the same time. Also, defined video tours can be accomplished with the use of many fixed cameras and/or several pan-tilt-and-zoom (PTZ) cameras. Pan-Tilt-Zoom cameras have the mechanical equipment to move the camera to face multiple directions and focus on an object. Although they can be set to automatically pan (move side to side) and tilt (move up and down), focusing the lens on a particular location or object usually requires personnel operating the system.
- 6) **Deterrence:** The existence of a camera can be a deterrence to criminal activity. For a security measure (CCTV) to be a deterrence, it has to have the psychological effect of discouraging a person from committing a criminal act.

CCTV provides surveillance that can allow the operator to detect criminal activities and record the camera footage. CCTV surveillance loses its effectiveness without a meaningful response to a situation. Without a meaningful response, CCTV video becomes an aid in the investigation of a criminal act, not an effective deterrent. Established policies and procedures have to be in place, so the appropriate personnel respond to a situation. Without the physical response of appropriate personnel, the security measure (CCTV) becomes less and less effective over time. People learn that an area that is properly monitored will have more patrons, and criminals are more likely to be found in the insufficiently monitored or unmonitored area.

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C. Intercoms, panic buttons, and emergency phones

These security measures are dependent upon the potential victim reaching them. These measures, when used, are mostly found in parking garages. Emergency phones and intercoms can provide a deterrence to a criminal if he hears a two-way conversation that help is on the way. A panic button can deter a criminal when it is activated. The downfall for each of these is that they are often the target of vandals and dependent upon the extent of the damage, they can be expensive to repair or replace.

VII. POLICIES AND PROCEDURES

Policies and procedures should be a part of any security plan. A policy is what management wants and a procedure is how management wants it done. By having policies and procedures in place, security personnel (or any other employee assigned a safety and/or security function) will perform their duties the same way. They will react to a situation in uniformity. This will result in the task being performed in a consistent and timely manner. All of the thinking has been incorporated into the procedure. Security personnel don't have to decide the who, what, when, where, and how for any given task. By not having a procedure in place, security personnel may take some time to perform the task in the manner they feel it should be done. This could lead to uncertainty, the task being performed improperly (if at all), and a response that contributes to the problem rather than alleviate it.

VII. RESPONSE

Surveillance, whether it be natural surveillance or through CCTV, loses its effectiveness without a meaningful response to a situation. Established policies and procedures have to be in place, so the appropriate personnel respond to the situation. Without the physical response of the appropriate personnel, the security measures in place are meaningless to the safety and security of the patrons and employees of a business.

IX. CONCLUSION

The hotel industry has a responsibility towards the reasonable safety and security of its employees and patrons. Parking facilities have become one of the most likely locations for criminal activity on a commercial property. Properly applied CPTED principles, in the design or renovation of a hotel property, can provide a deterrence to criminal activity. It is more expensive to add or upgrade security measures after a hotel property has been built. The design or renovation should take into account the possibility of adding additional security measures in the future.

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