

Security Management in Pattaya City, Thailand

Patchara Santad

Faculty of Police Science, Royal Police Cadet Academy, Thailand

E-mail: tor_9999@hotmail.com

Chet Ratchadapunnathikul

Faculty of Social Sciences and Humanities, Mahidol University, Thailand

E-mail: chet.rat@mahidol.ac.th

Abstract

This study aims to study security management in Pattaya, along with its problems and improvement. A qualitative research approach was utilized. The data were collected from in-depth interviews and group discussion with 29 main informants in Pattaya and content analysis was applied for finding the answer of research question. There are six aspects of security management in Pattaya: public health, public hazard, environmental, life and property, traffic, and tourism. Four government agencies are responsible respectively: 1) Office of the Permanent Secretary of Pattaya City, responsible for public hazard security management, life and property security management, and traffic security management, 2) Division of the Public Health Office, responsible for public health security management, 3) Division of Environment, responsible for environmental security management, and 4) Division of Tourism Promotion, responsible for tourism promotion. However, the security management itself, of which the main objective is providing a good urban society life, is the responsibility of the tourist police. To achieve sustainable security management, public health and hygiene and environmental improvement should be emphasized systematically through integrated collaboration among relevant parties, including volunteers and agencies-both public and private. As the result of this study, it is suggested organizing water rescue training sessions for the people, hotel staff, and civil defense volunteers, providing self-care advices for the people, and improving public relations on security management. Also, appropriate equipment should always be ready to use. Furthermore, responsible staff should collaborate with other relevant agencies to organize staff trainings to help acquire specific skills, abilities, and specialization, as well as organize related activities such as motivating campaigns, public relations, and competitions, to encourage the morality of the staff.

Keywords: Security Management, Pattaya City, Public Health, Public Safety

Introduction

Pattaya is an important travel destination in Chonburi. Located on the coast on the East of Thailand, Pattaya's beaches and coasts are internationally recognized. Pattaya is one of Thailand's specially-governed districts and is equivalent to a municipality. This status was established as per the Pattaya City Administration Act, BE 2521 (1978). The city is divided into 4 areas: North Pattaya, Central Pattaya, South Pattaya, and Jomtien Beach. With its relatively high investment opportunities, numerous Thai and foreign business owners travel to Pattaya to invest in various businesses. Also, Pattaya has plenty of festivals and activities that attract both Thai and foreign visitors, especially those related to tourism, sports, and recreation.

Although Pattaya's primary and secondary infrastructures have been well-arranged, its capability in environmental management, such as waste management, water treatment, pollution, is insufficient due to the size of the land itself. If the amount of tourists and population increase, the environmental impact will be even greater. In addition, road safety

will be affected because of tourists of different nationalities using the road and causing accidents. Another important factor is the great amount of non-registered population and foreign labors. Both groups have become the majority of Pattaya's population. As a result, the city's revenue is not sufficient compared to the required managing expenses of a city with non-registered population this much, and many administrative issues are not completely resolved. (Pattaya City, 2015) The number of tourists in Pattaya has been affected by safety issues, including selling low-quality, fake jewelsto tourists at high prices and obscene shows (Phonprasert, 2006). According to the 5 type criminal case statistics, in 2014 alone, there were numerous cases related to the safety of life and properties. As a consequence, the people and Thai and foreign tourists do not feel safe. The insecure feeling, as a matter of fact, affects the quality of life and the livelihood. These damages, including stress-induced health problems and security-related worries, may result in the people migrating to other areas and decreasing number of tourists, which eventually cause economic problems because Pattaya is Thailand's important economic center. Having less tourists surely affects the city's economy and the country's overall economy.

The people and tourists' security is therefore a challenging subject. It is essential to consider security management in various aspects in order to arrange a consistent and systematic administration of safety and sustainably resolve the issues. It is also crucial to analyze the root causes of the problems and difficulties in security management in Pattaya. This study focuses on the current security management in Pattaya, analyzing its problems and difficulties and developing a guideline for improvement, by means of in-depth field interviews and group discussion with relevant personnel. The guideline for improving Pattaya's security management is then developed from the analysis of the information collected.

Methodology

This study was applied a qualitative research approach. In-depth interviews and focus group, in which the participants consist of 29 people related to security management in Pattaya, were arranged during the data gathering.

Results

Pattaya Security Management Study

Security management means strategic and measure planning that leads to public safety administration to protect the people and tourists alike from accidents and damages and ensure quality services from service providers. In addition, the scope of security includes safety from newly-defined harms such as natural disasters, epidemic and insufficient public health services. In this study, security management in Pattaya was divided into six aspects, which include public health, public hazard, environment, life and property safety, traffic, and tourism, to fully cover the security and safety of the people and tourists in Pattaya.

1. Public Health Security Management

The Office of Public Health is responsible for security management in public health in Pattaya. The authority provides and supports medication services, disease prevention and control, health promotion, people's behavior and health awareness improvement, legal process regarding public health and related matters, public health knowledge and service protocol enhancement, food sanitation, occupational health and safety and environmental sanitation, knowledge and technology sharing on health promotion, disease prevention, community and building environmental health control, health care behavior, and other relevant functions.

From the interviews with responsible personnel, it is found that food safety is one of a serious issue. Unsafe food is a cause for other public health problems. Pattaya, being a travel

destination, sees numerous residents with different food standards on the ingredients and non-sanitized food importation. Food contamination has direct adverse effects on the health and safety of consumers.

Different restaurants are inspected for food security management. The top priority include areas with more complaints, focusing on the locations of past incidents. Next, new restaurants and entertainment complexes are inspected. This practice is done in urgent cases. As for normal cases, annual preventive inspections are arranged during festival periods in which a lot of tourists visit the city, such as the beach market fair, food festival, vegetarian festival, and during summer when higher risks of diarrhea are present.

In addition to the aforementioned tasks, the Office of Public Health Pattaya also provides advices through different media. Mostly they are offered in the form of documents sent to relevant organizations. Vending stands and hawkers are the most challenging to control, because they have no definite location and constantly change places. Moreover, it is very difficult to perform background check on the vendors. Therefore, it is difficult to manage the system since it is unable to check the vendors. Unlike proper restaurants, they cannot be registered in the system. Knowledge-sharing approach activities are not frequent. The Office collaborate with provincial organizations and Village Health Volunteers in arranging annual training for the volunteers, in which instructors from the Department of Health are invited to share knowledge on using the food sampling test kit and water monitoring kit. A call center, 1337, is also established as the complaint center for all related organizations.

2. Public Hazard Security Management

Public hazard is relevant to a big amount of people. The scope includes natural disasters and man-made disasters such as fire, storms, and floods. Such disasters greatly affect the people's lives and properties. Pattaya City is granted the authority according to the Civil Defense Act, BE 2522 (1979), with the director of disaster prevention of the Office of the Permanent Secretary of Pattaya City as the chief, to be in charge of missions related to safety, emergency, and disasters, along with well-trained, experienced special teams and units and modern equipment and technology. The organization receives disaster notices and provides help for tourists, visitors, and residents in Pattaya all the time. Functions related to public hazard can be divided into 2 parts: terrestrial disaster and marine disaster.

Terrestrial disaster function includes fire, flood, and poisonous animals. It is governed by the Pattaya City Civil Disaster Prevention Plan, which is a model scheme for the overall process. The plan covers the period between 2014 and 2017 and focuses on communication system improvement and staff development for public hazard prevention and relief drills. Examples of the processes in this function are fire disaster management in preparation for actual fire incidents, minimizing severity and damages by implementing various fire disaster prevention plans such as the fire prevention and restraint plan, monitoring plan, etc. When a fire disaster occurs, all units will proceed as per the firefighting plan and the evacuation plan to keep the operation systematic and minimize damages to the lives and properties of the staff and the government. Lastly, after the disaster, according to the relief and restoration plan, the concern is that all damages are restored to the original condition or better, and the victims can live their normal lives. Moreover, the plan is improved to address current situation by preparing the tools and equipment in advance. The execution is divided into three levels. First is self-solving the problem. Second is requesting support from neighboring areas. And third is requesting support from the provincial government. The staff are consistently trained, with Chonburi province hosting staff trainings at least once a year.

Marine disaster function are divided into two units, which are the Marine Disaster Prevention Department and the Control Center for Marine Security. The first unit is responsible for boats and ships, riders, and sports practices. It is in charge of marine security, rescue, and marine safety system search and management. Pattaya City Beach Area Victim Protection and Relief

Operation Plan and 3-Year Development Plan are developed to prepare the team and determine the workflow. Prior to the incident, the workforce, equipment, vehicles, and budget gathered from all relevant authorities, along with volunteer networks and private authorities related to tourist security, are located in the coordination center in Pattaya and cover three areas Pattaya Beach, Jomtien Beach, and Wongamart Beach. After notified of the incident, the team coordinates with the center and Si Kram Radio Center. The Marine Disaster Prevention Department then travels to the location to relieve the situation. The on-site operation is under the responsibility of Pattaya City Mayor. Lastly, in the restoration phase, Pattaya City will coordinate with relevant organizations to provide medical treatment to the victims.

The Control Center for Marine Security is located at Bali Hai Pier. The center is in charge of the information and all close-circuit cameras and supports the Marine Disaster Prevention Department by taking care of the marine area safety management. The center covers 154.6 square kilometers, from Na Jomtien in the south to LaemChabang in the north, along with Koh Larn and Koh Kai. Some of the important missions include monitoring, reviewing, and arranging help for tourists in cases of marine incidents or accidents in the coastal with the assistance of remote sensing system and coordination with the Marine Disaster Prevention Department and other authorities in the area to track and control camera-equipped target boats with respect to the regulations and notify of the potential accidents, providing hydrographic information for the people and sailors, and assigning beach life guards to monitor tourists practicing water sports. The center utilizes modern electronic equipment to support the operations, including long-distance thermal cameras which send in real-time images for monitoring the situation on the boat. There is a team monitoring boat collision. If there is an incident, the center's assigned unit will assist. In addition, "Si Kram Radio Center" is the principal network for coordinating, controlling, and communicating with the operation team, and there is also Pattaya Call Center 1337 and other support organizations such as the First Naval Area Command, the Thai Marine Police Division, Marine Office 6 (Pattaya), Pattaya City Tourist Police Division, Pattaya Police Station, Banglamung Hospital, Pattaya City Hospital, Bangkok Pattaya Hospital, and Sawang boribul Foundation.

Apart from public hazard authorities, the Civil Defense Volunteer also works in the Pattaya City area, focusing on supporting other organizations during incidents rather than approaching the incidents as the main rescuer. For example, providing assistance to the staff in public hazard prevention and relief.

3. Environmental Security Management

The Division of Environment is responsible for environmental security management in Pattaya City, which covers environmental management, corrective and restorative study and analysis, environmental maintenance, environmental inspection and monitoring, environmental situation reports, quality control and monitoring of air, sound, vehicles, and other pollution sources, hazardous waste and garbage management, environmental quality promotion, natural resource maintenance, green area maintenance, utilization of clean and environment-friendly technology, and other assigned tasks. The Office consist of the following government functions:

- 1) Pollution Control: Responsible for cleaning and garbage treatment, community waste transfer, waste, hazardous material and garbage management, storage, transfer and disposal arrangement, beach and street cleaning, mobile restroom vehicle control, along with developing appropriate measure and technology, air and hearing quality control, control and monitoring of air, noise, vehicles and other pollution sources.
- 2) Environmental Quality Promotion: Responsible for public park administration, green area development, conservation, preservation, restoration and development of natural resources and terrestrial, marine and coastal environment. Also, the department works in collaboration

with other relevant parties to promote clean and environment-friendly technology, perform environmental quality control and monitoring, and create environmental situation reports. The work is divided into two parts: public parks and natural resource development.

According to the interview, the main issues in environmental security management are garbage, air quality, and waste. Garbage is seen along the 2 kilometers beach in Pattaya City. And Jomtien Beach is 6 kilometers long. The garbage removal teams work in the morning, at noon, and in the evening. 70 percent of garbage removal is managed by a private organization and 30 percent is managed by Pattaya City. Approximately 450 tons of garbage are collected each day and transferred to Saraburi Cement Manufacturing Plant. The mayor has established a policy that every household starts with small changes and that all 24 communities participate in garbage separation and utilizing the garbage in a beneficial way such as turning garbage into compost.

As for pollution and waste management, Pattaya City has 28 waste digestion pits, from which the waste is transferred using vacuum trucks to the compost pits, where it is fermented. The next step is compost liquid inspection. If the liquid quality is good, it will be used to water plants or sent to communities or parks. The air is inspected using air quality measuring vehicles which measure the amount of particulate matter of 10 microns or less in diameter (PM10). The result shows that the air quality in Pattaya is still acceptable even at peak hours. The air quality outside the city in the areas with traffic is also within the acceptable range. The air quality is monitored by sanitation engineers. As for manual inspection, hydrogen sulfide is measured using specific manual equipment.

For waste water management, Pattaya City has a long-term plan to improve waste water management system to accommodate the growing city, enhancing the water drainage practice to address the flood issue due to insufficient drainage, which usually occurs after a long period of raining. Water discharge to the sea is also a serious issue, since many tourists are using the area for water activities. Most problems are associated with water drainage during the rainy season because drained water and waste water share the same "combined system". In addition, the environmental sanitation department is in charge of monitoring businesses in Pattaya such as hotels, rental apartments, restaurants, markets, public areas, stalls, and entertainment complexes to prevent them from disturbing the residents in the neighborhoods. These businesses are required to obtain a permit and follow the regulations.

4. Life and Property Security Management

Office of the Permanent Secretary of Pattaya City is responsible for life and property security management. The function consists of two departments: peace and order maintenance and Pattaya police station.

1) Peace and Order Maintenance: The department is divided into three parts: special affairs, municipal office, and center for drug issues. Life and property security management is part of special affairs and municipal office. Each department is in charge of life and property security management as follows

Special Affairs: Apart from life and property security management, the special affairs department is responsible for traffic administration. Traffic is a serious problem in Pattaya due to its rapid growth and great amount of visitors. The special affairs department is solely dedicated to this issue. The main tasks include coordinating with traffic police and special management policy which had no organization to cover. Therefore the special affairs department is assigned to troubleshoot and record the issues until another organization is assigned.

Municipal Office: The main mission is organizing public areas, along with beaches, footpaths, and streets, to be free of tourist exploitation, together with life and property security management. The municipal office is an auxiliary unit to other organizations that are directly in charge. It helps inspect, monitor and assist, together with other organizations. The safety

policy is honored. Although criminal cases are not the municipal office's main responsibility, but the tasks are part of the police's plan. The municipal office helps monitor in various areas such as the piers, walking street, beaches, and crowded department stores. Pattaya City Municipal Office has no authority to manage some issues. Therefore, a committee is established for each specific task. For example, the Marine Safety Administration Committee. The Marine Department grants permission to use, inspect, and travel on boats. Pattaya City owns the area, but has no authority to control the boats. The Marine Department does not have sufficient workforce, so, as additional authority, Pattaya City Mayor, chief district officers of the districts adjacent to the sea, and level 3 or higher municipal officers are assigned to inspect the boats instead.

2) Pattaya Police Station: Pattaya police station's operations are mainly related to life and property safety. Most cases are of tourists getting robbed or hurt. However, Pattaya's main issue is motorcycle theft. Approximately twenty motorcycles are stolen each month. The case usually occurs in densely populated areas and rental apartments where a lot of non-registered people live. Other cases are not criminal, but small cases. Pattaya police station's plans are adjusted according to the current city, social, and economic situation with the help of technology. The monitoring plan, called "Arrest Plan", is revised every fifteen days. A meeting is held every two weeks to tailor the plan. Tasks are assigned in teams, such as criminal case team, stolen vehicle team, theft case team.

In addition, CCTV cameras are utilized to assist in life and property security management in Pattaya, which improves the situation to a certain level especially among the people and tourists. Pattaya City Mayor's policy gives priority to the people's safety and realizes the importance of technology. 1,877 closed-circuit cameras are installed in the city's 5 critical locations, including 401 cameras in the beach area, 404 in the traffic area, 513 in the building area, 511 in public parks and communities, and 48 in Koh Larn, to protect the people's lives and properties. Each camera has its own function. For example, behavior-monitoring cameras detect 25 suspicious acts, license plate cameras. This makes practical the protection of the people's life and property from all types of crimes in risk areas, traffic routes, alleys, streets, and touristy beaches. The system is monitored from the Control and Command Room (CCR) 24 hours.

5. Traffic Security Management

Traffic security management is a shared responsibility between the police and Pattaya City. Office of the Permanent Secretary of Pattaya City is in charge of traffic administration and transportation. This is a priority task for the city and it constantly supports the project and solutions together with other authorities in the area. The projects include:

1) "Safe Parking, Safe Travel": A parking service for boats and cars, currently being constructed by Pattaya City, will provide extra convenience and safety for tourists and vehicle users, and establish safe water transportation.

2) Automated Traffic Light Control System: Controlled by a computer system and connecting all intersections, this system monitors the traffic and adjust the lights to accommodate the traffic density and correspond with other intersections.

According to the interview with the personnel in charge of traffic safety management, safety management starts with road design. All roads must be designed as per standard. Warning signs or equipment must be installed in risky spots such as curves. The aspects of traffic lights, people's education, and law enforcement need to be considered as well, since accidents are caused by people. The statistics is kept by the police and the Office of Public Health. The Traffic and Transportation Division uses the information to improve the roads using graphic design and graphic engineering. For the people, there is a traffic discipline training to encourage good behaviors. Law enforcement is the responsibility of the municipal office for maintaining clean the footpath, as well as the police for monitoring the streets. The Traffic

and Transportation Division is responsible for lighting and appropriate road construction and signs according to the engineering principles.

6. Tourism Security Management

The Division of Tourism Promotion, registered under Office of the Permanent Secretary of Pattaya City, is authorized to enhance tourism and improve Pattaya to become Thailand's tourism center in the regional and global level. According to the information collected during the interview with the responsible personnel for tourism security management, the cause of the problems is that Pattaya has a lot of residents for being a tourism city. Only 120,000 people are registered in Pattaya, whereas there are approximately 500,000 non-registered population, not including visitors. This leads to insecurity in life and property. Tourism-related activities are organized to promote tourism. Prior to the activity, a preparation meeting must be held among all parties. For example, a marathon event is to be arranged and the traffic will be affected. All relevant parties must be invited. Permission from the police must be requested. All relevant organizations must be notified and the event itself must be communicated to the public. The city staff will prepare for the event and the municipal staff will be in charge of preparing fire trucks and coordinating with Sawang Foundation to monitor the situation. The Division of Tourism Promotion staff is responsible for document-related tasks. Most security staff belong to Office of the Permanent Secretary of Pattaya City. The Division of Tourism Promotion does not directly administers security, most tasks are related to the activities. In addition, there is the Pattaya Call Center 1337 that looks after all other issues and coordinates with related organizations. The Division of Tourism Promotion's responsibility lies on overall tourism situation. And the tourist police takes care of security.

Tourist police is directly responsible for tourism security. Inspection teams perform area checks in neighborhoods where tourists frequent with Pattaya City. The police is also responsible for some areas in Chachoengsao province. Main inspected areas in Pattaya include Pattaya city center, Koh Larn, NongNuch Garden, the floating market. On Koh Larn, a dedicated staff is assigned and also the police inspection team. As for the measure for tourists, during festivals or peak season, more police will be arranged to provide strict monitoring in order to prevent incidents and build tourists' confidence in life and property security. In addition, the highway police, water police and Pattaya City staff all work in integration. And since tourism security management is the tourist police's priority, the police has established 10 preventive measures to protect the lives and properties of tourists, which include the following prohibitions: low quality tours, low quality product and services, tourist exploiting vehicles, illegal entertainment complexes, traffic administration, drug business in tourist spots, international crime and illegal immigration, accidents in tourist spots, significant tourist-targeted crime, and influential groups carrying weapons in tourist spots.

All 6 aspects of security management in Pattaya are assigned to different organizations as follows: (1) Office of the Permanent Secretary of Pattaya City, responsible for public hazard, life and property, and traffic security management and supporting Pattaya police station who is fully responsible for said matters, (2) The Office of Public Health, responsible for public health security management (3) The Division of Environment, responsible for environmental security management and (4) The Division of Tourism Promotion, responsible for tourism promotion, while tourist safety is taken care by the tourist police.

Security Management Problems and Challenges in Pattaya

Similar problems exist in all aspects of security management in Pattaya. There are some differences depending on the responsible function which can be summarized as follows:

1. Public Health Security Management

The problem is lack of collaboration from entrepreneurs in ingredient selection. Some are aware of unsafe ingredient sources, but choose to ignore. The serious issue is that the public health officers do not have authority to arrest the manufacturers of contaminated ingredients.

According to the law, they can only give instructions. Moreover, there is insufficient staff. Meanwhile, consumers are willing to take the risks. Pattaya City has shared knowledge and information with consumers, established an entrepreneur group and arranged training sessions. There are contests of which the awards attract entrepreneurs. And a measure has been developed to control the entrepreneurs through monitoring within the group.

2. Public Hazard Security Management

The problems include limited budget for equipment and projects and insufficient manpower. However, the most critical problem is the difficulty in accessing the location because there are many small alleys that vehicles cannot pass, so the help does not reach the victims in time. Another problem is the oil slick in the ocean. Pattaya City does not have the capability to resolve this issue and extra help from related organizations is required. Additionally, some business owners and tourists are violating the city regulations regarding water sports. The solution guideline is to organize a water rescue training session for relevant personnel, install warning signs, assign life guards in swimming areas, arrange inspection boats along the coast, and provide water safety advices by rescue staff.

3. Environmental Security Management

The problems are lack of experienced staff in sanitation due to limited budget and authority to arrest or penalize people when air pollution or black smoke is detected since the responsibility belongs to the police or traffic officers, and no garbage disposal area. Garbage needs to be transferred to Saraburi, which requires a lot of budget and is difficult to collaborate with the government sector. People do not understand Pattaya City's operations. That also leads to a challenge. The solution guideline is to allocate sufficient budget, request collaboration from relevant organizations and other government agencies, invite experts to train the staff, hire a third party organization to take care of garbage disposal and waste water treatment.

4. Life and Property Security Management

The problems and challenges are the municipal officers' lack of authority to arrest. Legal authority does not correspond with responsibility. Also, the manpower is insufficient to resolve current issues. Furthermore, the staff is not competent as should be and there is not enough equipment for public relations sign installation. Public relations still cannot reach certain groups. Although close-circuit cameras are installed to enhance life and property safety, problems and challenges still exist. The cameras are damaged after some period of time.

5. Traffic Security Management

One of the problems is that the people do not have good understanding of traffic law. Compliance should be promoted. On the streets, the lighting, traffic signs and routes should be improved. In some locations, the traffic lights are not functioning. Problems on traffic transportation management are not completely resolved because of limited authority in commanding and city planning. The roads are too narrow and not up to standard and are not yet improved. The solution guideline is to realistically plan the city layout and perform basic troubleshooting, and fix the damaged traffic lights in a timely manner.

6. Tourism Security Management

The problems are tourists attacking at night and tourist exploitation. The solution guideline is to provide inspection teams to check the tour operators in the areas. If any operator does not have permission, a case will be charged and the operator will be reported to the Division of Tourism Business and Guide Registration, and communicate to business owners about quality products and services for good tourism image, consistently perform random checks for drugs and entertainment complex license, collaborate with responsible organizations and arrange police officers and inspection teams to check for any weapon carried in entertainment complexes.

Guideline for Improving Security Management in Pattaya

1. Public Health Security Management

Promote public health standard awareness among business owners and consumers, assign more inspection staff to perform random checks, increase the variety of good food, investigate areas where problems have occurred, and constantly perform inspection.

2. Public Hazard Security Management

Organize training session on water rescue for people, hotel staff and civil defense volunteers, hire a private company to help if the staff is not enough, increase manpower to accommodate the responsible area, train the staff on maintenance and provide more water rescue equipment, educate youths on safety and self-rescue during an incident.

3. Environmental Security Management

Train the staff on garbage separation, collaborate with other government organizations, and utilize up-to-date technology and equipment.

4. Life and Property Safety Security Management

Grant full authority to the responsible staff and organize specialized trainings.

5. Traffic Security Management

Develop an air traffic control (ATC) system to reduce aircraft accidents, aircraft-and-ground object accidents, and to make air transportation convenient, quick and safe. Also, develop a traffic and transportation improvement plan for 3 and 5 years terms, improve and strengthen the structure, distribute the authority among organizations in order to operate at highest efficiency, and train the staff to improve their expertise.

6. Tourism Security Management

Inform tourists to be more careful, establish a tourism volunteer network to build trust and confidence among tourists, create hygiene and safe environment for tourists, encourage business owners and security personnel to inspect and accommodate the officers' inspection to prevent criminal problems, which will affect the tourism image in Pattaya.

Conclusion and Discussion

The need for safety is an important factor for peaceful living free of incidents of any forms. These incidents greatly affect the people and the economy. This study of security management covered 6 aspects of security management in Pattaya which include: public health security management, public hazard security management, environmental security management, life and property security management, traffic security management, and tourism security management. Four government agencies are involved: 1) Office of the Permanent Secretary of Pattaya City which is responsible for public hazard, life and property safety, and traffic security management, 2) Division of the Public Health Office, responsible for public health security management, 3) Division of Environment, responsible for environmental security management, and 4) Division of Tourism Promotion, mainly responsible for tourism promotion. Tourist police is in charge of tourist safety. The results show that the tasks in security management in Pattaya are clearly allocated, and continuous internal improvement is present. The majority of problems are related to the organizations' authority. For example, no legal authority to arrest or administer certain affairs. As a result, the operations are dependent on other authorized agencies. Budget and staff is another important problem. Pattaya City's budget for modern safety equipment and hiring specialized staff is limited. Also, the existing manpower is insufficient. Apart from the aforementioned problems, there is lack of understanding and collaboration from the people.

Comparing aspects of security management in Pattaya to the situations in other regions or cases, it has been found that similar problems exist. For example, in Pattaya City there is an environmental issue about garbage, water, and waste, which is similar to Noppong Deechai's observation (Deechai, 1990) that usual environmental problems in Thailand's urban

community are waste water treatment, air pollution, and noise pollution. As for tourist safety issue, in Pattaya there is a problem about tourists getting attacked at night. This corresponds with Pajaree Ponprasert's research (Ponprasert, 2006) which states that the sample tourist group has been offended from robbery. Tourist exploitation is also a problem. In the aspect of improvement challenges, Pattaya City's solution for traffic safety by maintaining the signs and repairing the damaged traffic lights corresponds with Chulaporn Sota's idea (Sota, 2000) that the road condition is a factor of road accidents and therefore needs to be improved. Overall, it is apparent that Pattaya City is another example of experiencing usual problems seen in other regions. And the solutions are not much different. Nevertheless, the root causes of the problems can be summarized into three factors: authority, limited budget, and lack of expertise. Therefore, the guideline for improvement is to give more authority to the officers, allocate appropriate budget and manpower to accommodate the needs, and educate the people. This will help improve security management in Pattaya and maximize its efficiency.

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