

10

Emergency Procedures

Plans are nothing. Planning is everything.

Dwight Eisenhower, president

This book will not be detailing plan writing. That topic is too specific to property and organization to address in a general fashion here. However, we will go over the basics and some things to consider if you are writing a plan. I completely agree with President Eisenhower when he said plans are nothing because I have seen numerous organizations spend a lot of time and money to produce plans that sit on a shelf. Plenty of credible, intelligent people can help write a plan, but without exercising, training, and testing, it is a huge waste of effort and expense. The first part of this chapter addresses Emergency Planning from a property perspective. The second part is Business Continuity or Continuity of Operations (COOP) planning. Specific emergencies and their best responses are covered last.

PLANNING

The purpose of a risk assessment is to identify hazards and threats and prioritize them so they can be addressed in order of importance. Hazards and threats can be natural, such as weather, earthquakes, and floods; or they can be manufactured, such as terrorism, robbery, and slip and falls. A newer category of threats is technological and includes computer server breakdown, power failure, and so forth.

Your first step is to identify potential threats or hazards and list them. If you are not sure what they are, contact your local emergency manager or their Web site and see what disasters they prepare for as a region. Most hazards that are potential to the region are also a threat to your property.

Once this list of potential emergencies is created, it is time to assemble a team that will help you analyze the threats and plan for them.

Up until the end of World War II, most major emergencies were handled locally. Transportation and communication were limited, so there was little for the federal government to do for a hurricane or major earthquake. The military had the most experience in planning huge deployments and responses due to the wars. During the Cold War, emergency planning turned to civil defense and the government became active in helping citizens prepare for disasters, such as nuclear fallout.

As the chance of war carrying over to U.S. soil diminished when the Cold War ended, FEMA (Federal Emergency Management Agency) started to focus on other hazards and natural disasters. When 9/11 happened, we went back to war (or security) mode and established the Department of Homeland Security, which took on FEMA. Then Hurricane Katrina hit and proved that the country really was not prepared for natural disasters of a major magnitude, so the pendulum swung back to disaster preparedness.

A simpler way of explaining our national focus is that people focus on whatever crisis is fresh in their minds. Unfortunately, this is not just a government phenomenon, but all of us are pretty much the same way. You may receive calls from your boss, who hears a news story, and asks, "What are we doing to prepare for that?" It is our job to be prepared for every potential threat, whether it is a hot topic or not.

Team

As with developing any policy, it is best to gather a group of stakeholders, such as department heads, safety or response representatives from each department, or even a focus group of motivated employees. This should include each department that is involved when you have an emergency. Most employees and managers are happy to help and be part of the solution during an emergency event. They realize the importance of the event and will do whatever they can. If, for some reason, you do not have this kind of buy-in from employees, you may need to evoke help from the big boss to get everyone into the game. Fire alarms, earthquakes, and hurricanes mean "all hands on deck."

Once you have your team, establish your authority. In the public sector, this is done through official proclamations or laws. In the private sector, it may be a verbal or written order from your boss. The team then establishes objectives, a timeline, and a budget if possible. Objectives may include a mission statement or a list of threats to work on. The timeline will be your meeting schedule with specific deadlines. The budget may be zero, or part of your current budget.

After this team-forming process, planning is straightforward. Start with the emergency (i.e., fire, flood) and then list your objectives. Objectives may include evacuation or shelter-in-place. When you have your objective, create a second list of procedures to accomplish that objective: announcements, checking guest rooms, staffing elevators and stairwells, directing guests to safe areas, etc. Remember, this is Emergency Response and not Business Continuity. We will take care of the assets in Business Continuity coming up.

Then each department lists its own procedures during the fire (or other emergency). Bellpersons cover the elevators during evacuation, housekeepers help direct guest to the stairwells, frontdesk personnel bring a rooming list to assembly area, etc. (These are

examples, so each department list should be a bit more detailed.) This process is conducted as a group so there is no redundancy of duties and nothing is left out.

Evacuation Planning

As I have mentioned, and will mention several more times, do not create a plan that will sit on the shelf. The plan needs to be created by the ones who will follow it. If you hand out your plan to other departments expecting them to follow X, Y, and Z during an emergency, then good luck. The good news for emergency planning for your property is there are really only three plans that the entire property will have to choose from for every disaster or emergency: full evacuation, partial evacuation, or shelter-in-place.

Full evacuation is used for fires (not fire alarms), gas leaks, active shooter, and other situations where the entire building is temporarily or permanently uninhabitable or too dangerous to occupy. Partial evacuation is when any portion of the property has to be cleared, such as fire alarms, bomb threats, and minor fires. Shelter-in-place is used as a response to emergencies outside, such as a riot, extreme weather, or citywide disaster. Evacuations, partial or full, need to be kept simple. Either you leave or you don't. Employees should have to remember only where they are going, how they get there, and maybe one duty they have on the way out.

The first part of an evacuation plan is to select an outside assembly area. This is generally a parking lot, garden or pool area, or maybe a neighboring business. The area needs to be large enough to hold as many guests as your hotel does. Alternate assembly areas need to be chosen to be used in the event of inclement weather or, in the case of terrorist attacks, the possibility of secondary attacks. Security will be in charge of selecting and guiding everyone to the evacuation area.

The second part of the plan is emergency exits. These exits obviously differ for each department or area of the building. Each employee should be taught two exits from each area of the building. As discussed previously, this will be covered in department training.

The third and final part of the emergency evacuation plan is one duty that each employee will do as he or she leaves the building. It may be to secure money, take an employee roster, or gather nearby guests and guide them to the exits.

After the plan is fully prepared, training can begin. Each member of each department needs to know his or her duty during the emergency and where to look for guidance if he or she forgets or has problems. This training also can be accomplished as a tabletop at a meeting or shift briefing where each employee learns, discusses, and verifies his or her knowledge of the plan.

Once each employee in the department understands his or her part in the emergency plan, departmental exercises can take place. A departmental exercise is generally done under the supervision of Security or the coordinating department to make sure it coincides with the property-wide plan. This can be done at the convenience of both departments. This type of exercise is an actual physical walk-through and need not involve guests or disturb the business. It simply starts with something like, "Suppose the fire alarm starts ringing right now . . ." Each person walks through each task—grabbing the rooming list, securing money drawers, walking toward the exit, etc.

This can be done as often as possible until each employee can do it without assistance. Then, obstacles can be added. Suppose an exit is blocked, someone does not show up at the assembly area, or it is snowing outside. These alternate steps that are added in to address contingencies should be written into the plan.

Property-wide exercises require preparation and collaboration. Most office buildings do these at least annually, but in a guest-based business like ours, this is more difficult. We are apprehensive about inconveniencing our guests for the sake of a fire drill and chances are management is not going to go for it. I have some suggestions for compromise on this issue.

First, plan the drill on a day when occupancy is extremely low. Select a time when fewer guests will be affected. Noon, for example, finds most people awake and already out of the building. Once a date and time are settled upon, you can warn guests well in advance. Advising them upon check-in with a reminder notice under the door the night before might be best. Signs in the lobby, elevators, and room floors are also helpful. You may want to make this a marketing event, showing your customers how prepared you are, inviting their feedback, and even giving away flashlights with your logo on them.

In 1992, Rick Rescorla reasoned in his risk assessment of the World Trade Center that the building was susceptible to a truck bomb being deployed in the underground garage. His security plan included evacuation drills for the Morgan Stanley Company for which he worked in the towers. Only a year later, terrorists actually used a truck bomb as described and Rescorla's plan got everyone out of the building safely. In 2001, when planes were used to attack the same buildings, almost every employee of Morgan Stanley was safely evacuated. Rescorla had continued his periodic evacuation drills based on the foreseeability that another attack could occur—and he was right.

Management and employees whined and complained about the incessant evacuation drills that Rescorla forced them to do on a regular basis. He did not waiver in his insistence and it paid off for every single employee except Rescorla, who died making sure everyone got out safely.

Through the department and property-wide exercises, tabletops, training, and drills, you should gather some useful feedback and corrections that need to be incorporated into the written plan. This evaluation can be obtained at the time of the drill, or at meetings held afterward. Either way, the plan remains a living document that never has time to collect dust on the shelf. Because after it is corrected, the process starts over and continues. It is not correct to assume after a couple of revisions that the plan is complete. There will always be changes to the building, new employees, promotions, and other physical and organizational alterations that need to be adjusted in the plan. This planning cycle is illustrated in the section Business Continuity later in this chapter.

The Security Department had two responsibilities in this process. One was to coordinate the other departments and make sure they all knew their place in the plan. Second was to actually handle the emergency directly. Security may have life-saving, firefighting,

or other vital duties during an emergency, so it needs its own training on those incidents separate from the property training. The security manager on duty generally assumes command of these incidents. Some of those responses are discussed in the final section of this chapter.

Remember, because you spend about a third of the day at work and take days off (sometimes), the chances that you are at work when an emergency occurs is only about 25 percent. Make sure someone can take charge in the event of an emergency and that everyone participates in the planning and training.

Success

Measuring success of your plan is achieved when some of the following indicators are noticed. Senior management buys into the program. Your plans are incorporated into financial and personnel procedures. Plans are mentioned in newsletters, other manuals, or mailings. Every level of employee has an awareness of the procedures.

NATIONAL INCIDENT MANAGEMENT SYSTEM

In 2003, President George Bush issued Homeland Security Presidential Directive 5 (HSPD 5), with the purpose “to enhance the ability of the United States to manage domestic incidents by establishing a single, comprehensive national incident management system.” This was a corrective action based, in part, on the challenges associated with the response to the 9/11 incidents in New York, Washington, D.C., and Pennsylvania.

Although many things worked well that day, it was evident that some did not. First responders dealing with those major incidents were faced with such issues as a lack of interoperable communications, lack of standardized languages, lack of collaboration among jurisdictions, lack of clearly defined command and control, and excessive interagency rivalry.

HSPD 5 created the National Incident Management System (NIMS) (since revised to the National Response Framework), which is a system to improve communication, collaboration, and response across multiple jurisdictions. Since that time, our local and state emergency responders have been trying to get into compliance with HSPD 5 and NIMS and most are doing so. What does this have to do with hotel security? Plenty. Depending on whom you ask, hotels are a part of the critical infrastructure. Whether we are designated as such or just want to make sure we are consistent with what our first responders are doing, we have some valuable lessons to learn from this system.

The primary components of NIMS that are relevant to your operation are Preparedness, Communications Management, Resource Management, and Command.

Communications

Communications management involves several things that you can resolve easily at your property. One aspect of communications is language. If you call a certain emergency a “Code 13,” another department calls it a “Code Red,” and the police department calls it a “10-99,” you can see where confusion can occur. Most public agencies are switching over to

plain language on the radio to avoid this confusion. Your radio language can be changed with some training. If your local police and fire departments do not use plain language, consider switching yours to match theirs.

In the old days, the Los Angeles Police Department was one of the first major police departments to start using radios in their patrol cars. There weren't any 10 codes or 9 codes yet, so they created 10 simple codes: Code 1, Code 2, Code 3, etc. For everything else, they used the California Penal Code numbers, which everyone already knew from their academy days. These simple three digit codes numbers—459, 211, 502—made great shortcuts for radio language, while describing the elements of the situation being investigated. Plain language was used for anything that did not fit a crime. "See the woman," "traffic collision," and "runaway juvenile" were common phrases on the radio. To this day, although dozens of other agencies using various codes and radio languages surround LAPD, they continue to use the same simple "plain language" that they developed.

Radio traffic is not the only media where language needs to be consistent. In the hospitality industry and the security industry, we have our own terminology. Security officers tend to speak in this language even when talking to their families or co-workers. It is always amusing to watch cops and security officers speak to outsiders, forgetting that some people have no idea what they are talking about. Not so amusing is when a security dispatcher is speaking to a police dispatcher and there is serious confusion as each of them reverts to their "native" language. In reports, policies, and everyday speak, we should avoid nomenclature and stick to plain language to teach ourselves the habit of speaking in terms that everyone understands.

Another aspect of communication is the hardware used by each agency or company. In the past decade, governmental agencies have been scrambling to standardize frequencies, bands, and radio types used so they can talk to each other in major events or mutual aid situations. We have the same obligation to these first responders as we upgrade or purchase new radio systems.

In recent years, several jurisdictions have been working on creating a "Common Operating Picture." This technology operates under several different names, but its primary objective is to get real-time and predeployment information to first responders. Some systems allow police to tap into video cameras at a location from their car computer or smart phone. Other systems provide responding fire trucks with maps of the building and photos or schematics of where critical areas are. It is in our best interest to support this rapidly developing technology.

Resource

A component of NIMS with which you may already be involved is Resource Management. The objective of this is to identify and catalog all resources within a certain area so they can be called upon when needed. If Town A has a flood and needs more water rescue equipment, Town B would be called upon to loan its equipment. The database would save

time. Resources are everything from humans to vehicles to radios. Hotels may be able to offer resources, such as shuttle buses, hotel rooms, meeting spaces, food, etc. If resources are cataloged in advance, one call to the point person at your facility might save time.

Command

The Incident Command System (ICS) has been in use by the military for decades and was adopted by fire departments several years ago to battle regional fires. The need came from multiple jurisdictions battling together on a fire, but nobody knowing who was in charge. As you can imagine, this caused confusion and many other operational as well as financial and political trouble. ICS provides for a unified command structure where the commander is established in advance. Each fire captain or chief has the same training, so anyone can assume command and each of the components of NIMS can be delivered in exactly the same way. More and more private companies are learning ICS and operating with it so that any trained manager can manage a major event. In fact, ICS can be used to manage a meeting, a party, or a company promotion.

ICS and NIMS classes are available free online from FEMA or your local agencies may provide this training.

BUSINESS CONTINUITY

Business continuity is the second part of your emergency plan, continuing where it left off. This plan is like the recovery plan once the emergency is over. The plans do overlap some, but once the fire is out, we have to activate our plans for keeping the business operating. While Security is really the main player in the emergency response plan, the business continuity plan is more specific to individual departments. Often, the responsibility for this plan falls on another administrative department.

If you are the lucky one who gets to create this plan, I suggest doing just as we did in the previous section with the Emergency Plan. Gather your stakeholders and use them to write their own department procedures for business continuity. The business continuity process should look like the one shown in Figure 10.1.

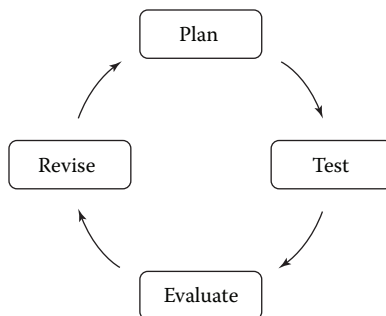


Figure 10.1 The business continuity process.

Planning—The process described previously where stakeholders assemble to create and write the plan.

Training—Includes exercises, drills, testing, and other practice scenarios.

Evaluating—Postaction debriefs should be done by those involved, spectators, and local authorities invited to participate.

Revising—Corrections (lessons learned) need to be incorporated back into the plan and then the process starts all over.

Here are some things to consider as you work through this process.

Hotels and other entertainment venues are a little different from financial institutions, manufacturing plants, and others. If you were producing widgets, you would have to worry about an alternate manufacturing site and taking care of inventory. Banks are concerned with their cash, protecting their data, and finding an alternate customer service location. In our industry, you might say that if the building is damaged, there is no business. This is partially true, and your continuity plan may just be sustaining your data and communicating with customers. However, what if your shutdown is just temporary? You will have to relocate guests, continue to make reservations for the future, etc.

Employee loyalty is the biggest concern with most businesses staying in operation. After Hurricane Katrina, many employees fled the region and never returned. This is partially because they did not plan for it and partially because their employers jumped ship. It is, therefore, very important to take care of employees and help them prepare their own families before a disaster. Otherwise, even the employees who are onsite when the disaster strikes are likely to head home to check on loved ones. I have several ideas that will help with this and they are relatively free.

Contact other similar businesses or businesses in your market that have survived disaster and get ideas from them. They may have some plans for things that nobody thought of until afterward.

Create an education forum for your employees. This may be a newsletter, posters, classes, and even special events to raise awareness for disasters prone to your area. Show them how to prepare “go kits” for their home and car to sustain them for three days following a wide-area disaster. Use personal examples to which employees can relate to bring the message home. When major weather is imminent, put out reminders on what to do and how to be prepared.

Make your facility an emergency shelter. Let employees know that in emergencies their families can come to the hotel seeking refuge. If this is not possible, let them know where the closest shelter is so your employees will have a nearby meeting spot to regroup with family and then return to work. You can set this up with your local Red Cross or Emergency Manager.

Bring in free training from local authorities. The Red Cross, fire department, police department, and other groups are usually quite happy to address a meeting of employees and review emergency procedures, teach CPR, fire prevention, personal safety, etc. This is a great benefit to your staff and an even better way for you to maintain relationships with these groups in an emergency.

Make sure your Benefits, Payroll, and Human Resources departments are prepared to bring their services to employees after a disaster. These are vital services to all employees during difficult times and will keep employees nearby if you need them.

See if your Food Department is prepared to open on- or offsite services for employees during a crisis. Once again, this keeps them around and if they can invite their families down, even better.

During bad weather, invite employees to stay in the hotel. This will keep them safe and off the roads and there to work if you need them. Bring the spouse and kids. Why not? This costs so little for the return you get.

Be sure to include a succession plan. In a 24-hour operation, chances are the big boss will not be there to lead or even be able to get there in time to do anything. Make sure there is always someone qualified to run the operation and make those quick decisions in the boss's absence.

In a citywide disaster, assume that first responders and area resources will be committed to schools, hospitals, and government assets. They may not be there to implement their part of the plan, so plan with and without them. Federal assistance generally takes about 48 hours, so make sure your plan counts for this. Historically, employees also take about 48 hours to return to work after seeing to their families.

Allow for employee food and housing after a crisis. I mentioned this previously as a reaction to minor events like bad weather, but make sure these departments have it in their plans. Where are you going to feed people? Do we keep enough food on hand? Providing telephones or Internet to contact loved ones is vital for employees and guests. You will have very uncooperative victims on your hands if they cannot be assured their family and friends are safe.

IT is one of your vital departments, after life safety, for business continuity. They have unique issues and may require their own plan for network sustainability, offsite storage, data restoration, etc. If they do not have their own plan, include it in yours and make sure other departments meet their needs.

Forty percent of businesses struck by disaster never reopen their doors. Hotels, because they rely on their physical location, have an even higher failure rate. Business Continuity Management, as you have just learned, is a complex and time-consuming job. Many organizations have one or more persons assigned to this project exclusively. If you do not, it is unlikely that you will. I hope that you will at least get the buy-in from senior management to devote some staffing and resources to help you with this vital business function.

EMERGENCY RESPONSE

Just about any emergency that you can imagine, and some you cannot, can occur at your hotel. I have personally seen incidents, both manufactured and natural, that police officers and military infantrymen will not see in their entire careers. We have to be ready for anything that might happen at any hour of the day. Following is a list, in no particular order, of emergencies that you should be ready to encounter, and how to neutralize or resolve them. The list can probably never be complete, and even if it was, each situation has so many potential variables that it would still be incomplete. I hope to prepare you with these and get your imagination prepared for others not mentioned here.

Static post officers need to know in advance which posts can be left in the event of an emergency and which cannot. Certain access control posts will never leave their post

unless the building is evacuated. Other fixed posts, such as the watch area, must be allowed to leave in the event of an emergency.

In 2009, a woman in a restaurant was accidentally served a chemical cleaning solution instead of drinking water. After ingesting the chemical and feeling ill, a manager attended to her and began taking information for a report. The customer's husband repeatedly asked the manager the content of the solution and its medical remedies and his requests were refused, as the manager was more interested in obtaining information from the customer for his report. In court, the manager testified that it was company policy to gather report information first unless the guest was in a life-threatening situation. The customer was awarded \$260,000 and was not permanently harmed.

Written policy should *always* favor the safety and well-being of the guest first. Liability should be considered second. When these priorities are reversed, it can be costly, if not dangerous, for everyone.

Medical Calls

Medical calls are covered in Chapter 2.

Active Shooter

Prevention of active shooters is discussed in Chapters 2 and 7. This section addresses only the response to a person with a gun, whether it is a robber, disgruntled employee, crazed lunatic, or jihadist terrorist.

As I mentioned earlier, preventing these incidents is our job and should be our focus. However, some violent person may still make it into our workplace and we need to have a plan to react to it.

Warning: I am going to discuss armed security! I understand that this is a huge concern for some companies and I am not going to enter that controversy in this chapter. I did address the pros and cons of armed security in Chapter 2. So, wherever I mention first responders in this section, it will include whichever person is trained to respond with a weapon to an armed individual—Security or police.

Of the five stages of an active shooter (Fantasy, Planning, Preparation, Approach, and Implementation) Approach and Implementation are the ones most identifiable to us at the time of the threat. Fantasy, Planning, and Preparation are not identifiable unless we know the shooter and are around him before he acts. Therefore, except for the other chapters where we talked about prevention, here we will discuss the response to the action phases: Approach and Implementation. Just like other threats, a layered approach is essential to identifying and stopping an active shooter before he starts (statistically, most shooters are male). We can use Behavioral Recognition, Reporting Processes, Access Control, Employee Awareness, Training, and Physical Layers.

Behavioral Recognition

Profiling the behavior of an active shooter is not an exact science, but there are some signs that will tip us off if we are looking for them. As we learned in *Workplace Violence*, almost all shooters are seeking revenge. As humans, we know what revenge looks like. It is a determined, sometimes fixed expression, as opposed to a tourist who wanders or meanders. Most shooters actually enter the premises with guns drawn, so that is an easy one to spot. If not visible, they will certainly carry a backpack or some type of bag with extra guns and ammo. Those things are heavy and do not look like suitcases or computer bags common to hotel guests. The shooter who opened fire in a Las Vegas casino in 2007 walked the strip in a long trench coat in the summer for several hours “looking for someone to shoot.” He expected to be confronted, but was ignored until he drew his weapon inside the casino.

Reporting Processes

Suppose a valet attendant or landscaper is the one who first notices the guy in the trench coat with a determined expression approaching the building. You need to have a method of notification in place to alert Security or other employees. Radios are the obvious solution, but maybe there are code words, hand signals, panic alarms, or other alternatives worth researching.

Reporting also includes the reporting of suspicious behavior when employees or guests are in the planning stage. Review Chapter 7 for reporting processes.

Access Control

Controlling access to a secure building is simple. In an open hospitality environment, it is complex and unorthodox. In Chapter 2, we talked about using layers of human and technological security to observe entrants. These should include plans for stopping or challenging a suspected intruder. In other words, even though your hotel or tourist venue is open to everyone, you have to observe, if not control, access.

Employee Awareness

Awareness of the measures discussed in this chapter is a good start. All employees should have a minimum of the “See Something, Say Something” awareness class.

Training

Security officers and others should be trained on the proper response to an active shooter. See next paragraphs.

Physical Layers

Physical layers were discussed in Chapter 2 and are vital to slowing or limiting the movements of a suspected intruder. “Choke points” are areas where movement is narrowed down to one small area of ingress or egress. This is where cameras should be placed, officers can intercept unwanted subjects, and profilers can see everyone who passes through. A revolving door in a hotel lobby and a hallway between convention rooms are examples of chokepoints in a hotel.

We have learned from such incidents as Columbine, Virginia Tech, Fort Hood, and others that active shooters want a high body count and rarely expect to be taken alive. We have to assume that someone shooting a gun cannot be reasoned with or convinced to stop killing. As protectors of the assets on our property, we have a duty to take reasonable measures with this in mind. If your security is not armed, your duties are simple: Evacuate guests and employees if possible, contain the suspect, and direct police to the scene. Step-by-step instructions are:

1. Assign one person to notify police (dispatcher, if you have one).
2. Monitor location and activity of suspect (video and witnesses).
3. Evacuate all persons from that portion of the building (if you can get to them safely).
4. Assign an officer to meet police at entrance. Prepare to tell first responder the number of shots fired, type of gun, description of suspect, location and direction of travel, possible exit and entry points to suspect location, and number of persons in danger (near shooter).
5. If possible, secure a perimeter from positions of cover to keep people out of shooting area and to monitor suspect's egress. If security is armed, maintain perimeter positions and engage only from cover and only if safe.
6. Instruct employees in harm's way to seek concealment and to stay put until police locate them.

Fire Alarm

Fire alarms are reliable and should always be treated as genuine. Operation of fire alarms is discussed in Chapter 9.

1. Assign one officer, preferably a supervisor, to "Fire Command" or your location of the enunciator panel.
2. Assign one officer to meet the fire department and direct them to Fire Command and the location of the alarm.
3. Assign one officer to respond to the location of alarm. This officer needs to provide an immediate cause for alarm: fire in a trashcan, water flowing from sprinkler, smoke on the floor, kitchen fire already out, etc.
4. Assign one officer to each floor above and below the location of the alarm. The alarm rings on these floors and guests will need to be directed to exits.
5. In a high-rise, assign one officer to each stairwell door at the base of the structure to direct guests to an assembly area.
6. Assign one officer to the assembly area.
7. Assign one officer to the base of elevators to keep guests from going into the building and direct the fire department to the proper floor. (Yes, firefighters take elevators.)
8. If cause of alarm is determined before first responders arrive, call them to provide an update.
9. Guests who ask what is happening should always be told that you are investigating an alarm and will advise when it is safe to return to the building.
10. If you have run out of security staff, use bell persons, valet attendants, and front desk personnel.

11. Update hotel operator as soon and as often as possible because he or she will receive many phone calls.

Actual Fire

Whether the alarm has been activated and you know a fire exists, your main objective is to evacuate persons. In addition to the applicable procedures above, do the following:

1. Manually pull or activate alarm if not already ringing.
2. Evacuate via door-to-door search. Knock once and open doors using security keys. Order everyone to leave. Do not force those who refuse. Advise fire department.
3. Obtain a list of disabled guests from the front desk.
4. Physically check every room.
5. Mark rooms that have been checked.
6. Check stairwells for stragglers.
7. Provide fire personnel with status of evacuation and fire.

Bomb Threat

Bomb threats are generally telephonic, but also may be in the form of a letter or even verbal. The vast majority of bomb threats are hoaxes. However, there are enough actual bombings with warnings that we must be prepared to act with public and employee safety as a primary consideration.

Bomb threats are made for two primary reasons: (1) the person has definite knowledge or believes that an explosive has been or will be placed and wishes to prevent injuries or property damage; (2) the person wants to create an atmosphere of anxiety and panic, which can develop into disruption of normal activities.

1. Personnel who would normally receive a threat must be briefed on how to respond to a threat, what to ask, and what to do. Obtain as much information as possible from the call-taker. Operators, secretaries, and dispatchers should have a copy of the bomb threat questionnaire available to help them obtain information.
2. Evacuation at this point should only be for a credible threat—one that indicates exact time, location, type, and reason for the bomb. See evacuations below.
3. Search. Whether credible or not, we will have to conduct a search of the property.
 - a. Establish a command post. This is where all search-related information will be combined, processed, and planned.
 - b. Prearranged search areas should be assigned with a checklist for each to ensure nothing is overlooked.
 - c. Utilize other department personnel, such as maintenance to cover more area quickly.
 - d. Do not use cell phones or radios to avoid radio-controlled detonations.
 - e. Assign engineers to gas and electrical mains to shut off if necessary.
 - f. Watch for common bomb containers that may be encountered: paper bags, boxes, purses, briefcases, wrapped packages, luggage left in a room after a guest has checked out.

- g. Listen while searching. Identify all sounds in the area, such as electrical motors or other equipment, air conditioning noises, the hum of fluorescent lighting, and external noises. Noises unaccounted for should be thoroughly checked out and identified.
 - h. Check for unusual disturbances, such as loose air conditioning ducts or electrical panels. Check for the disturbance of dirt or dust in or around movable items. Check for doors that appear to have been forced or unlocked when they should be secure.
 - i. If an item is found and cannot be accounted for, that item becomes suspect and should be handled by trained personnel.
 - j. Priority search areas are:
 - i. Exterior—Bushes, shrubs, and planters; plant beds for freshly disturbed earth; decorative facings and block work; drain spouts; trash receptacles; mail boxes and night deposit boxes; electrical panels; manhole covers and storm drains; vehicles parked next to buildings; roofs and ledges if low enough that a package may be thrown onto it; fire hose dry stand pipes. Roofs: cooling towers, elevator equipment rooms, roof vents, and ducts.
 - ii. Interior—Entry or lobby areas: planters, display items, seats, ashtrays, news racks, stairways, and elevators. Restrooms: towel racks, trash containers, toilet bowls, supply closets. Trash or compactor areas. Receiving areas. Supply rooms. Linen closets. Janitorial storage. Offices open to the public. Guest rooms vacated and not cleaned and/or unoccupied during the last 24 hours. Basement: air conditioning and heating ducts, electrical panels, crawl holes, scuttle holes, sumps and drains, vital equipment areas, hallways not normally used.
4. Special caution: Often there is more than one bomb placed by a person who intends to do harm or damage. If a bomb is located, do not assume that the search should be terminated. The search may be suspended until the first device is handled.

As you can see, a proper bomb search is a tedious, time-consuming process.

In 1980, at Harvey's Hotel/Casino Lake Tahoe, a disgruntled customer smuggled in an actual bomb disguised as a copy machine. The device was delivered directly to the executive offices without any question and contained 1,000 pounds of dynamite with some very elaborate tamper switches. The FBI exploded the bomb and it damaged most of the casino/hotel and the hotel across the street. The actual text from the threat note is as follows:

TO THE MANAGEMENT:

STERN WARNING TO THE MANAGEMENT AND BOMB SQUAD:

Do not move or tilt this bomb because the mechanism controlling the detonators in it will set it off at a movement of less than .01 of the open-end Richter scale. Don't try

to flood or gas the bomb. There is a float switch and an atmospheric pressure switch set at 26.00–33.00. Both are attached to detonators. Do not try to take it apart. The flat-head screws are also attached to triggers and as much as $\frac{1}{4}$ to $\frac{3}{4}$ of a turn will cause an explosion. In other words, this bomb is so sensitive that the slightest movement either inside or outside will cause it to explode.

This bomb can never be dismantled or disarmed without causing an explosion. Not even by the creator. Only by proper instruction can it be moved to a safe place where it can be deliberately exploded, or where the third automatic timer can be allowed to detonate it. There are three automatic timers each set for three different explosion times. Only if you comply with the instructions in this letter will you be given instructions on how to disconnect the first two automatic timers and how to move the bomb to a place where it can be exploded safely.

WARNING:

I repeat, do not try to move, disarm, or enter this bomb. It will explode.

If exploded this bomb contains enough TNT to severely damage Harrah's across the street. This should give you some idea of the amount of TNT contained within this box. It is full of TNT. It is our advice to cordon off a minimum of 1,200 feet radius and remove all people from that area.

DEMANDS:

We demand \$3 million in used \$100 bills. They must be unmarked, unbugged, and chemically untreated. If we find anything wrong with the money, we will stop all instructions for moving the bomb.

INSTRUCTIONS FOR DELIVERY:

The money is to be delivered by helicopter. The helicopter pilot is to park at 2300 hours as close as possible to the LTA building by the light at the Lake Tahoe Airport. It is to face the east. The pilot has to be alone and unarmed. The pilot is to get out and stand by the chain-link fence gate. He is to wait for further instructions, which will be delivered by a taxi that will be hired. The driver will know nothing. They may also be delivered by a private individual or through the nearby public phone at exactly 0010 hours. At 0010 hours, the pilot will receive instructions about where and what to do. Before the pilot enters the helicopter, he has to take a strong flashlight and shine it around the inside of the helicopter so that it will light up the entire inside. We must be able to see it from a distance with binoculars. We want to be able to see everything that is inside the helicopter so that we can be sure there is no one hiding inside and that there is no contraband inside.

CONDITIONS OF THE BUSINESS TRANSACTION:

These conditions must be followed to the letter. Any deviation from these conditions will leave your casino in a shambles. Also, remember that even a very small earthquake will detonate the bomb so do not try to delay the delivery of the money.

- (1) All news media, local or nationwide will be kept ignorant of the transactions between us and the casino management until the bomb is removed from the building.
- (2) The helicopter will be manned only by the pilot. He must be unarmed and unbugged. We do not want any misunderstanding, which might cause us to have to take lives unnecessarily.
- (3) Fill the helicopter up completely with gas.
- (4) The helicopter pilot after he receives the first instructions cannot communicate with anyone except the necessary instructions given and taken by the tower. All channels from 11.30 to 17.00 will be monitored.

The designer of this bomb will not participate in the exchange so it will be completely useless to apprehend any person making the exchange because they will not know how it works. They perform their duty for reward. And again, if you don't want to be stuck with 1,000 pounds of TNT do not allow any investigation by local agencies, FBI, or any other investigative agency action before the bomb is removed. If the instructions are violated in any way by any authority, the secret of the handling of the bomb will definitely not be revealed. If the money is received without any problems, six sets of instructions regarding the removal of the bomb will be given to you at different times. The pilot will receive the first set of instructions. He can carry it back with him. If the money is sold to the buyer without complications, you may receive the remaining five sets of instructions one by one via the Kingsbury Post Office by general delivery, or you may receive them all at once. The extent of your cooperation will make the difference. If you cooperate fully, it will ensure a very speedy exchange. We don't want to burden your business opportunities or cause more loss of money than is necessary.

ATTENTION:

There will be no extension or renegotiation. Demands are firm regardless. The transaction has to take place within 24 hours. If you do not comply, we will not contact you again and we will not answer any attempts to contact us. In the event of a double-cross, there will be another time sometime in the future when another attempt will be made. We have the ways and means to get another bomb in.

TO THE PILOT:

The helicopter has to be filled up with gas. Do not come armed with any weapon. Do not bring a shotgun rider. All radio channels will be monitored. You are to have no communication with anyone after you reach the airport. Do not try to be a hero, Arlington is full of them and they can't even smell the flowers. Follow the orders strictly. You will make five stops, none of which will be at an airfield. You will have ample lighting for landing. All sites are fairly level. One has about two degrees pitch. There will be a clearance of more than 200 feet radius. We don't want any trouble but we won't run away if you bring it.

Happy landing.

Bomb Evacuation

If a device is found, an area relative to the size of the device will have to be evacuated and cordoned off.

1. Evacuate 100 yards just to be safe for most portable-sized devices (briefcase, pipe bomb, etc.)
2. Use fire alarm as necessary to get everyone's attention.
3. Evacuate away from the device. If device is near an exit, evacuate toward opposite exit.
4. Leave doors and windows open.
5. Turn off electrical appliances and machinery.
6. Turn off gas to area, but leave lights on.
7. Note the following to provide to first responders: size of object, exact location of object, type of container or wrappings, any sound coming from object, anything leading from the object or connected with or to it, and anything in the immediate area of the object that might create additional hazards or dangers (near gas main, air conditioning room, Freon™, ammonia, acids, etc.).
8. Have key personnel standing by to consult with fire department, such as Engineering, Maintenance, Security, Health, and Safety.

Bomb Threat Call-Taker Instructions

1. As soon as it is realized that the call is a bomb threat, start recording all information about the call.
2. Stay calm and listen carefully to each word.
3. Try to keep the caller talking, asking questions as to the location and timing device. Although the caller may not respond, the more he or she says, the more we will learn.
4. Note the following:
 - a. Gender of caller.
 - b. Apparent age.
 - c. Accent, if any.
 - d. Speech impediments or voice characteristics, such as lisps, drawls, slurred words, etc.
 - e. Attitude of caller—calm, excited, rehearsed, etc.
 - f. Pay particular attention to background noises, street noises, motors running, or anything that may be a clue to the origin of the call.
5. Remain available for interview by police and fire department.

Explosion

We have seen enough explosions caused by terrorists overseas to be concerned. This is a very real threat and is not always accompanied by a warning. We need to maintain our sensibilities if this happens. Look at all of the times one explosion has been followed by second and third explosions. These secondary explosions are either meant to go simultaneously

with the first (and were late) or are purposefully activated when first responders are arriving. Even though the explosion is over, there are several potential problems to deal with.

1. The explosion may be of a biological, radiological, or chemical nature (dirty bomb, for example) so the immediate area is not safe. Evacuate everyone, including the injured if possible.
2. There may be a secondary explosion in the same area awaiting first responders. Evacuate immediately.
3. When evacuating, keep the secondary explosions in mind. They are likely to target the response locations, such as the main entrance or the normal evacuation rallying point.
4. Everything is part of the crime scene. Do not allow persons (witnesses or suspects) to leave or remove or damage evidence.

Suicidal Subject

For some reason, people like to go to hotels to commit suicide. Maybe they don't want to dirty up their own residence or want to make sure someone finds them (housekeeping). Once you are around hotels for a while, you will see suicide by drug overdose, gunshot, cut wrists, and fall from a high place. The "jumper" may not be the most common, but it is certainly the most visible to the public. Whether from the roof of the hotel, the window or balcony of the hotel, or the garage, this event is often messy, public, and resource-intensive.

An onlooker or a relative on the phone will likely notify you of a jumper. Procedures for handling this are as follows:

1. Obtain as much information about the subject as possible: name, address, cell phone, exact location, reason for suicide attempt, doctor's name and number, etc.
2. Notify police. Provide exact location so they can respond discreetly if they choose.
3. Establish a perimeter that will prevent persons from entering the landing area, the take-off area, and anywhere in between.
4. Extend perimeter to limit vantage points by onlookers.
5. Do not approach subject. Gather information for police.
6. Let police handle everything else. You become their support.

Earthquake

Most buildings designed after the 1970s were built to withstand moderate to strong earthquakes. Find out from your engineering department the structural specifications of your building and use that to help you design your response. Whenever an earthquake occurs that is strong enough to be felt by guests, do the following (you will not have time to advise anyone what to do during the shaking, so these procedures begin when shaking stops):

1. Initiate a brief inspection of the building to determine damage and injuries. Engineers should check for foundation and structural damage. Security should inspect public areas for loose fixtures, items about to fall, and cracks.

2. Engineering will advise if the building is unsafe to occupy. Generally, the safest place is inside the building because items may fall outside.
3. If an evacuation is recommended, use the fire alarm to notify everyone to leave.
4. Conduct the evacuation to the assembly area as discussed in the section “Fire Evacuation.”
5. Remember, authorities may be swamped with other calls. Call them only if you need them.
6. Guests may want to leave the building, regardless of whether it is necessary. Assure them they are safer inside, but never refuse someone’s egress.

Weather Emergency

The majority of disasters affecting businesses are weather-related. The specific emergency depends on your geographic location. Hurricanes, tornadoes, blizzards, and floods are hotel killers. However, a properly prepared hotel can be a place of refuge and assistance instead of another unprepared victim if you stay informed. For weather-related events in your area, stay in touch with local authorities who provide warnings, information, and assistance for your type of climate. Here are some general guidelines to keep in mind.

You no longer need to watch the evening news to stay on top of the weather. There are so many Web sites and notification services available that you can know instantly when weather changes. Even if you are not on property, you should track these events and keep your staff notified and prepared.

Make sure your facilities staff has a protocol in place to secure doors and other outdoor items for windstorms, hurricanes, and tornadoes. There may not be enough warning for you to call a meeting and give people assignments. These responses should be automatic.

Implement a communications method to keep your guests informed. Most travelers use the hotel as a home base as they hit tourist spots in your 100-mile area. You want to have warnings in such a place as the bell desk that tells guests if lightning is expected at the water park or the golf course or if a tornado touched down in the next town.

Even a simple rainstorm can cause power outages and leaks. Each officer and employees from other departments need to know in advance what is expected of them when these events occur—someone checks escalators and elevators; flashlights are available in key areas; generators, even if automatic, are monitored; automatic doors and other devices are placed in manual mode. Leaks cause slip hazards and should be attended to by someone setting out barriers and buckets.

Riots

We see riots in urban areas for the craziest things these days. Whether it is a sports team win (or loss), a controversial police shooting, politics, or an over-crowded concert, angry mobs can pop up just about anywhere for any reason. Your hotel, amusement park, or nightclub is a beautiful target for vandalism and may be right in the way of the riot.

Your plan, worked out in advance, needs to protect guests, employees, and property—in that order. Throughout this book, I have stressed keeping track of what goes on outside as well as inside your property. Riots are a good reason. If there is one in your

neighborhood, you need some time to prepare, so you want some advance notice. I hope that you have worked out a communication network with your neighbors to let you know. Your outside patrol officers are your next best bet for a warning. Even if there is not a full-blown riot, you want to be kept advised of trouble brewing nearby. Following are some key elements of the plan and your response, starting from outside.

1. Your outside officers (who should be the first to know) are the first concern. Bring them inside. If other employees (valet, landscapers) are outside, the outside officers will bring them in as well.
2. Notify the police, if they do not already know.
3. Activate your internal notification system or phone tree. Advise department heads to keep employees and guests inside and keep off of phones unless it is an emergency.
4. Assign officers to secure all perimeter doors. Doors that do not lock should have some sort of barrier or lock made for them in advance.
5. Post officers at each entrance (inside) to prevent anyone from leaving the building. Guests who insist on leaving should be warned that there would be no re-entry. Allow no entry by persons unless they have a hotel key. Others who are escaping the violence should be allowed in on a discretionary basis.
6. Be aware of doors and other street-facing glass that could be broken by rioters.
7. Do not attempt to arrest troublemakers unless necessary. The mob mentality will target the uniform and overwhelm you.
8. Direct all video cameras to the riot, attempting to scan faces of perpetrators. This video will be used by the police to make arrests later.

Riots generally last only a few minutes while the police deploy extreme measures such as gas or nonlethal weapons. Be prepared for this and shut down air intake vents if they are at street level. If there are injuries requiring advanced medical care, call the paramedics as usual. They should have police escorting them. If not, you may have to provide first aid while you wait out the worst of it.

Gas or Chemical Leak

The street maintenance crew outside your building got a little carried away with the backhoe and ruptured a natural gas pipe. The nature of most gases is that they are just a bit heavier than air, so they travel along at ground level with the wind. That means the gas comes through open doors and windows, through air intake vents, and any nooks and crannies in the building. Other gases in your neighborhood, or traveling through your neighborhood, will act very similarly and require an evacuation. Here are the procedures to follow:

1. Notify the fire department. They should respond to your fire command area unless it is in the danger area.
2. Do not allow anyone to smoke in the immediate area.
3. Evacuate guests and employees to a place that is upwind or even on a higher floor, depending on the gas direction of travel.

4. You may have to set up a triage area to treat persons with difficulty breathing or other signs of exposure until local emergency medical personnel get organized. You should have oxygen with your AED (automatic external defibrillator) equipment. Bring it and use it generously.

Bioterrorism

Bioterrorism includes any toxic substance that occurs naturally or derives from a natural substance. Generally, these are bacteria, viruses, or toxins. Botulism is a widely available bacterium and Ricin is an easily produced toxic protein. Anthrax, another disease caused by bacteria, was used shortly after the World Trade Center attack to terrorize postal employees and a couple of senators, so its use is not out of the realm of possibility. Secretaries and mailroom clerks around the world still shudder to imagine opening an envelope with a white, powdery substance inside.

The response to a bioterror attack of this nature is to evacuate the surrounding area and isolate the substance and anyone who touched it. Ventilators should be turned off and doors and windows closed. Notify the police and fire department to handle and evaluate the substance.

Labor Strike

If you have union employees or deal with union employees from vendors (produce delivery drivers, window washers, etc.), you should have a strike contingency plan. Work out this plan using the method described in the section Business Continuity Planning above in this chapter. Nevertheless, you also need a response plan described here.

Most strikes are planned well in advance and management should know about them way before they happen. Security acts as an arm of management, but still performs its primary function of protecting the company's assets. This is a stressful and delicate situation for everyone, so it is important to follow procedures to the letter. Here are some things to put into your response plan.

1. After notifying your General Manager and Human Resources Director, call the police. The police will respond to help keep the peace and make sure both sides know their legal rights and limitations. (These vary slightly by state.)
2. Even though you represent management, you will get much farther if you treat strikers fairly and professionally. Never comment on the labor agreement in dispute. Just remind your people and theirs that you are there to make sure everything is legal, safe, and fair.
3. In most jurisdictions, strikers cannot block a public sidewalk, an entrance or exit to your facility, or interfere with the business in any way. Have the police issue these reminders if violations occur.
4. Direct any available video cameras to record the actions of the strikers for use later if necessary (not for revenge, but for criminal or labor violations).
5. Make sure employee vehicles and their ingress and egress are safe. You may have to assign extra security to parking areas and entrances and exits.
6. Follow instructions from your Human Resources or labor counsel.

Power Failure

Your facility, no matter the size, probably has one or more backup generators. These are generally gas- or diesel-powered engines that come on automatically when the power goes out. You also may or may not have an Uninterrupted Power Supply (UPS) that keeps power flowing to critical systems for that few seconds or minutes between when the power goes out and the generator energizes the circuits. The UPS works with many large batteries connected in series so it cannot power large motors and like those found on escalators, elevators, and heating and cooling units. It is designed to prevent surges and maintain constant power to computers, servers, cash registers, and video and alarm equipment. Despite all of these technological marvels, a power failure, even a “bump,” can cause some problems that require your response.

It is doubtful that your generators can power every single circuit in your facility. Usually, a small percentage of lights and certain necessary equipment (possibly elevators and escalators) are connected to the generators. This means there will be some darker areas inside and outside the property that require an officer to stand by and assist guests. Even if escalators and elevators can run on backup power, it is likely they will stop and need to be restarted depending on their age. Security and Engineering should physically check every elevator to make sure they are running and nobody has been injured. Most elevators installed in the past 20 years have a video display of elevator location and travel. Escalators should be monitored with cameras.

Did you know that casinos connect their slot machines to the backup generator? The reason is probably obvious to you: revenue. However, there are two other reasons for this. Slot machines provide most of the lighting inside a casino. Without overhead lighting, the slots need to keep running so people can see where they are going. The second reason is for the machine. Each slot machine, with its own computer, is worth about as much as a new car, so losing a circuit board to a power surge would be a bad thing.

If you do not have generators or if they do not work, your staff will be very busy. You should always have flashlights and battery-powered lanterns available. Battery emergency lights—required by code—will come on and provide some light, but there will be dark spots. Make sure officers know in advance the key areas where they should be stationed in a power failure (front desk, elevator banks, retail store, etc.). Don't forget if you have a repeater for your radios or if you use cell phones, they work on electricity, too. Is your repeater connected to backup power? Your cell site? Battery chargers?

Escalator Accidents

Escalator accidents are more common than you think. The several hundred that I have responded to in my career usually involved kids or adults playing around, intoxicated persons who should not have been walking, or those with bad eyesight (depth perception).

In other words, they were almost all the guest's fault. Unfortunately, because an escalator is a big piece of moving equipment on an incline and with very sharp surfaces, injuries can be substantial.

The first response on an escalator emergency is to stop it as soon as possible. There should be an emergency stop button at the top and bottom. The second priority is to stabilize the injured person. He or she may be lying precariously across several sharp steps. The victim will be in pain, likely bleeding, and precautions for broken bones should be taken. If in doubt, stabilize and call paramedics.

Once the initial emergency is over, gathering witness statements and evidence is very important. This guest will at least seek reimbursement for medical bills from you and, at most, sue you for defective equipment, poor signage, or unsafe conditions. Many properties place cameras over the escalator to record these incidents. This is a small investment considering the cause is usually "driver error." To cover yourself further, have the escalator inspected before returning it to service. Many escalator maintenance companies have to assume some of the liability for accidents, so they may be willing to do this for you. In some states, the government inspector must be notified of major accidents on escalators before returning them to service. See if this is required in your jurisdiction.

In 2005, an escalator at a Denver, Colorado, ballpark stopped while carrying passengers at the end of a ballgame. The escalator stopped and abruptly restarted at full speed causing several people to fall and become injured. The switch that is supposed to gradually bring the escalator back up to speed malfunctioned. One woman who received several surgeries because of her injuries finally had to have her leg amputated. She sued the park and the escalator manufacturer. Ballparks all across the country had a negative impact to their business for the rest of the season.

Does this change the way you respond to escalator emergencies or what you do postaccident?

Missing Child

Over 2,000 children are reported missing each day in the United States. Of course, some of these are runaways and family abductions, but enough are endangered that it is everyone's concern. Besides the heartache to the family and to your staff, this is not something you want happening on your property. There is a best practice response to a report of a child missing and you should train on it and use it each time. Code Adam, named after Adam Walsh (see textbox below) is a program used by thousands of businesses to respond to a report of a missing child. The concept is simple. On the first report of a child missing, the facility is locked down and all employees are directed to the search. This is simple to train and practice and is worth every minute.

Your staff and all employees on your property should be trained to listen for a report overhead or on the radio of "Code Adam." Some employees respond to a designated location (all exits and hallways covered) and stop every child who leaves until a description is

On July 27, 1981, 6-year-old Adam Walsh and his mother Revé went to a department store about a mile away from their home to shop for lamps. When they entered the store, Adam saw several children playing video games on a television monitor and asked if he could stay to play. His mother let him stay and went to the lamp department, which was about 75 feet away. Because the lamp she wanted was not in stock, she returned rather quickly, less than 10 minutes later, but couldn't find Adam. After looking for Adam on her own for two hours, someone finally called the local police department. By the end of that week, thousands of fliers with Adam's photograph were distributed through the local area. Sixteen days after Adam disappeared from the store his body was found and identified.

given. Others assist in a methodical search of the building. This continues until the child is found.

For more information, contact the National Center for Missing and Exploited Children.