

**CRISIS
MANAGEMENT
PLAN**

DEVELOPMENT GUIDE

Hotel Emergency Planning

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Emergency Response Team

The primary responsibility for protection of guests, employees, and property from injury and loss during an emergency belongs to the General Manager. Often they can best meet this responsibility through the establishment of an Emergency Response Team (ERT). The following information should be considered when assembling an ERT:

The ERT may be charged with identifying, planning for and responding to emergencies. If so charged, the ERT should:

- Evaluate risks and exposures to the hotel
- Aid in fire prevention
- Train staff in emergency procedures
- Require periodic safety and security inspections of the hotel
- Ensure the maintenance and availability Life Safety equipment
- Help ensure the authorities are notified in a timely fashion.
- Provide preliminary first aid and fire fighting efforts
- Provide for the safe evacuation of guests and employees
- Provide for the safe relocation and transportation of guests
- Secure hotel assets
- Evaluate and report losses
- Restore operations in a timely manner

Emergency Organization Staffing

The number of employees assigned to the ERT on a full-time or part-time basis will depend on local conditions, including the availability and response time of the emergency agencies. In smaller hotels, the ERT may consist of the General Manager and the Chief Engineer or the engineer on duty.

The ERT will not be successful unless it receives management support, adequate training and equipment.

Additionally, on each shift there should be employees trained in first aid and the use of fire equipment, as well as instructed on what to do in the event of an emergency.

In some hotels, these employees may be considered part of the ERT, but in general, the employees selected for the ERT should be selected with the idea of forming teams within departments that may respond to an emergency at anytime, anywhere in the hotel. It is desirable to have one team made up of employees from engineering. The Chief Engineer or his assistant should be a member of the ERT.

Every employee who is a member of the ERT is expected to perform physical duties (i.e. fight a fire, lifting, climbing, etc.). All members should be available for duty at all times, or in accordance with a prearranged schedule.

Hotels operate 24 hours a day and the selection of ERT personnel should take into account the availability of employees during periods of reduced staffing. It is important to select employees from all shifts in order to provide adequate coverage at all hours. In addition, periodic checks should be conducted to ensure that the rotation of personnel or changes in assignments have not depleted the ERT on any one shift.

Selecting a Emergency Organization Director

The General Manager should designate the ERT Director. The Director should be given full support from management. Responsibilities of the Director should be clearly defined and understood by the hotel staff.

ERT Director should meet the following criteria:

- Technical competency in the fields of fire protection, hotel life safety, security systems, and emergency planning.
- Proficiency as a trainer.
- Ability to direct the activities of others.

Duties of the ERT Director

- Organize the ERT, maintain a full roster of personnel, and provide plans of action to meet emergency situations in the hotel.
- Determine the number of employees to be placed on the various teams of the ERT on all shifts.
- Conduct regular scheduled meetings with the ERT in order to provide specific information and discuss problems with regard to the hotel's loss prevention program.
- Attend the hotel's Safety and Security Committee meetings.
- Arrange for actual fire, bomb threat and evacuation drills at least two (2) times per year that are designed to train the ERT members under varying conditions
- Periodically inspect all of the hotel's life safety and security systems to assure proper maintenance and supervise the testing of these systems.
- Make monthly inspections of the entire hotel with the General Manager in conjunction with the security program. Copies of the inspection report should be filed with the Secretary of the Safety and Security Committee.
- Cooperate with the local authorities.

Emergency Response Team Directors/Supervisors

Assistant ERT Directors

Assistant ERT Directors should be appointed by the General Manager to assist the ERT Director and to act as director during the Director's absence. The Assistant Directors should have similar qualifications and duties as the Director. The Director and the Assistant Directors should try not to be absent from the property at the same time.

Team Captains

The Director should appoint Captains of various teams within the ERT who will supervise the individuals in their team. These individuals should be capable of taking charge during an emergency.

Response Coordination

Time and organization are critical when responding to an emergency. The ERT should consider establishing procedures to assist them in responding to an emergency in an organized and timely manner. The following outline or phases are examples of procedures that may be implemented by an ERT in the event of an emergency:

Phase One

In Phase One, the ERT should be prepared to aid the victims, relocate guests and notify both senior management and Risk Management of the emergency.

Providing Aid

- Notify local emergency response agencies (i.e. the police, the fire department, and medical services) of conditions.
- Locate any injured individuals and provide first aid within your ability to do so. Victims should not be moved unless their lives are in danger or there is a possibility of additional injury.
- Cooperate with emergency personnel as they arrive on-scene by providing any assistance they may need. Be prepared to respond to requests made by medical personnel, as they may need your assistance if there are large numbers of victims. Employees who have been trained in CPR and first aid should be available to assist. Basic first aid materials, towels and blankets should be provided to the emergency personnel for use in helping victims.

Relocating Guests

- Upon the advice of professional emergency personnel, evacuate the hotel and relocate guests to an area away from the endangered zone. Hotel staff should assist guests in moving to this pre designated relocation center. At that time, the ERT should be prepared to implement the transportation and housing plans established for such purposes. If it is necessary to move guests away from the hotel, make arrangements for guests to make calls to relatives or friends. The hotel may wish to arrange for the hotel to pay for these calls.
- Assign management personnel to monitor the relocation of guests away from the hotel, including the relocation of injured guests. Use the materials in the emergency response kit (guest identification tags and roster) to keep track of the relocations. These records should be turned over to the General Manager.
- Assign key staff employees to assist guests and employees at the relocation center.
- Account for all guests and employees who were present at the hotel during the emergency. Pertinent records for employees should be obtained from the hotel's personnel director. Guest records should be obtained from front desk personnel.

- To help secure guests' belongings and protect company assets, security may have to be increased around the endangered zone. Contract security may be used, if necessary. Initiate and coordinate procedures to secure guests' personal effects. If guests have been removed from the hotel, the guest room doors should be "double locked." Security should conduct frequent patrols of the hotel.

It may be necessary to remove belongings from guest rooms. Inventory guest belongings (use two employees) and store belongings in a secure location. The General Manager or their designee should maintain the key to this location.

Phase Two

In Phase Two, the ERT should establish an operations center, arrange for communications, establish emergency security, shut down utilities, inspect for structural integrity, and make arrangements for communicating with the media.

Hotel Operations Center

If the hotel cannot be occupied, a hotel operations center should be established close to the emergency area as soon as possible following the evacuation of the hotel. This will allow the ERT to continue managing and controlling the emergency while ensuring the continuation of the hotel's business. If necessary, the center should be staffed and open 24 hours a day. The Manager on Duty should remain in the operations center to coordinate hotel operations and communicate with local authorities and senior management.

Communications

- Contact the Telephone Company and arrange for installation of multiple telephones.
- Obtain several "two-way radios" for management's use.
- Staff the communications center with a sufficient number of hotel personnel or temporary employees who are knowledgeable enough to answer guests' and employees' questions.
- If necessary, lease or purchase cellular phones. (Remember that in an emergency telephones at the hotel may not be in service. It may be possible that pay phones will be working while internal hotel phones will be out of service. Also, there is a possibility that phone calls may be placed out of the area but calls may not be able to be made into the affected area.)
- Continue to communicate the status of the hotel emergency to senior management.
- Establish necessary staffing requirements and communicate work schedules to hotel employees.

Emergency Security

In cooperation with local authorities, immediate steps should be undertaken to survey the property and provide security for guests, employees and company assets.

- Increase or recall all staff security personnel. Establish a schedule by which security is provided 24 hours a day. Establish patrol patterns that will provide coordinated security of the hotel's perimeter and buildings.
- Hire an outside private security contractor to provide additional services as required.
- If necessary, erect barriers around the affected area to control access to it.

- If the hotel has been evacuated, begin securing the hotel's perimeter, buildings, and any outside material. If the building structure is damaged or will be out of service for an extended period, it may be necessary to erect fencing around the hotel.
- Establish a badge identification system for all persons who may require access to the property. This system would allow security to identify employees and outside individuals who have a need to be in and around the emergency area. Hotel employees should wear their nametags as identification.
- Establish a policy as to who has the authority to enter the affected area and furnish this information to security. Only those individuals should be allowed to enter the affected area. Records including the name, date and time of the entry and exit of all individuals, should be maintained by security.

Utilities/Structural Integrity

In the event of structural damage these additional items should be implemented:

- Allow the hotel's engineering staff to shut down the hotel's utilities and HVAC system.
- Contact the electric company, gas company, and water department. Ask for inspections by their employees to confirm the integrity of the hotel's systems.
- Contact an electrical contractor to install temporary lighting and emergency generators, if necessary.
- Conduct a visual inspection of the building structure for any damage. Later, it may be necessary for a structural engineer to conduct an in-depth inspection.

Communications with the Media

Refer to the "Communications with the Media" Section of the Loss Prevention Manual for instructions on communicating with the media, or contact the Communications Department.

Establish a location away from the emergency area where media representatives can assemble.

Establish a rigid timetable for dispensing information or holding news conferences.

Phase Three

In Phase Three, the ERT will arrange for an investigation of the emergency incident, conduct management reviews of the actions being taken, and conduct a review of your emergency plan to accommodate unforeseen losses.

Emergency Investigation

Prepare a report on the emergency that includes the following information:

- What happened?
- Where did it happen?
- When did it happen?
- How many people were reported injured, deceased or missing?
- What is the physical condition of the property?

Witnesses to the emergency should be interviewed and their information included in the report. The report should be sent to the hotel's senior management as soon as possible.

Once senior management has received the report, the ERT should determine their own response to the emergency and coordinate with senior management to ensure that the proper resources are mobilized to help manage the emergency.

Also, note that major hotel emergencies will usually involve agencies from all branches of government (local, state, and federal). Arrangements should be made to accommodate agencies involved with the emergency.

Once the property has been released by the local authorities, the ERT should prepare to take over the hotel's security by:

- Closing the facility or isolating damaged areas.
- Fencing in the entire property or damaged areas.

Plan for both short-term and long-term investigations of the emergency. Each investigating entity involved with hotel losses will need space in which to work in addition to the following arrangements:

- Meeting rooms
- Food service
- Restrooms
- Secretarial and support staff (numbers will depend on the magnitude of the incident)
- Communications (telephone and two-way radio)
- Separate accounting systems for both the emergency and insurance purposes
- Computers to manage data and provide word-processing
- Blueprints and plans of the hotel's physical plant
- Employee assistance
- Fax access to supplement telephone communication

Management Review

During the first 72 hours following the occurrence of the emergency, schedule meetings with the ERT at least three times a day to ensure that all assigned duties are being accomplished. After the initial 72 hours, continue to meet at least daily.

Add or restructure job duties or functions as required by the current situation. Continue meetings and evaluations as long as emergency conditions exist.

Plan Review

Unexpected issues that will require your attention will emerge as additional losses to the hotel are discovered after the initial crisis. The ERT should reevaluate the emergency plan to accommodate for these issues.

Crisis Management Plan

Natural emergencies, although infrequent, do happen and the ERT should be prepared for them. Depending upon its location, a hotel may have to cope with earthquakes, floods, tidal waves, hurricanes/typhoons, tornadoes, windstorms, power failures or severe snowstorms. In some instances, natural disasters present unique problems whereby the hotel might be used as shelter or hospital for nearby residents. These situations may have a traumatic effect on the victims, their families, and the hotel. Emergency planning can reduce the impact of these situations and assist in the efforts to re-establish operations following a loss.

The hotel's ERT should develop Crisis Management Plans (CMP) for those perils likely to impact the hotel. These plans are a critical part of any hotel's operating procedures. The ERT should prepare the hotel staff to implement emergency plans with little notice.

The goals of an emergency plan are as follows:

- To help ensure the safety and well-being of persons that may be affected by a fire, natural disaster or other catastrophes.
- Provide timely notification to the appropriate authorities.
- To provide a tool for training employees who will assist in the event of an emergency.
- To ensure the flow of accurate information to the hotel's guests, employees, the public, and any others directly affected by the incident.
- To promptly assist others in the evaluation of the cause(s) of any losses and in an assessment of the magnitude of damage.

Contingency Planning

Preparation and training are critical components of any emergency plan. An effective emergency plan will provide the following:

Training: Employee training and drills should be conducted semi -annually and on all shifts to ensure that in the event of an emergency, employees are aware of their duties and responsibilities. The ERT should critique the employees' actions on these drills to evaluate and correct the hotel's emergency plan.

Emergency Resources: To help ensure hotel operations are restored in a timely fashion, a list of vendors, contractors and other resources should be maintained. The list should contain names, 24 hour contact numbers, and a description of the services offered. A minimum of two vendors should be listed for each resource. Each vendor or contractor should be contacted on a regular basis to confirm that they will respond to your request and are capable of providing the services or equipment required.

Relations with Local Authorities: The ERT should establish a working relationship with local authorities who will be responding to emergencies at the hotel. The ERT should know the names of individuals within the public agencies who can help coordinate the safety efforts undertaken by the hotel. In the event of a major emergency, local and state authorities may take control of the hotel property for a period of time. Efforts in preparation for an emergency will help ensure cooperation with these authorities before, during, and after an emergency.

Emergency Checklists: Each department manager should have a checklist of actions that they should perform in the event of an emergency. Where appropriate, drawings of the hotel identifying utility controls, assembly points, and any other important information should be maintained. Sample checklists may be found in the Appendix. Department managers should be trained through practice drills to become familiar with their respective responsibilities during and following an emergency. Department managers should delegate specific responsibilities on the checklists to their employees and train them in those responsibilities.

Emergency Response Kit: An emergency response kit should be kept at the front desk containing supplies that will enable the hotel's management to keep track of the relocation of employees and guests after an emergency. The kit should include the following:

- Hotel Drawings
- Emergency Checklists
- Emergency Plans
- Contact Numbers
- Guest identification tags
- Guest identification roster
- Several pens
- Legal note pads
- File folders
- Paper clips

The guest identification tags are used to identify a guest's property if he or she has been relocated or is being relocated to a medical facility. The tags should have space to record the guest's name and room number, and the name of the medical facility to which the guest was transferred. The tag should be a two-part form. One part of the form should be provided to the guest or placed on their property. The second part should be kept at the hotel by the General Manager to account for and identify the current location of the guests.

The guest identification roster should also be used to keep track of the location of all guests staying at the hotel during the time of the emergency. It should record the guest's name, the room number registered under the guest, the name of the location to which the guest was transferred, and whether it was a medical facility or alternate housing.

First Aid Training and Supplies: Selected personnel on each shift should be trained in first aid and CPR procedures. This training should be kept current. A basic first aid kit should be maintained with a complete inventory of supplies.

Mutual Assistance Agreement: The ERT should develop a Mutual Assistance Agreement with several local hotels or businesses to provide transportation and relocation of guests in the event it is required. This agreement should be developed in advance and outlined in written form. The plan should be reciprocal for all parties.

Crisis Plan Review: Emergency plans should be reviewed by the ERT a minimum of twice each year at the time of training or drills. A post drill review should be conducted to determine if any changes to the plan are necessary. All contact information should be verified to ensure it is current.

Reporting Instructions

After an emergency occurs, the General Manager should inform the senior management and Risk Management Department, company, owners, and insurance carriers of the incident by telephone, providing as much information as possible. Immediately thereafter the following reporting procedure is to be observed:

- List nature and extent of all injuries, sustained or reported by guests or employees.
- Assess the damage to the facility and the impact on business operations

NOTE: Repair work, other than that necessary to protect the building and its contents, should not be started until approved by the Risk Management Department.

Fire Emergencies

The importance of thoroughly educating all employees in the actions to be taken in the event of a fire cannot be overemphasized. Individuals who can react to a fire in a quick, quiet, efficient manner can often avert panic and prevent injury to people and property.

Hotels should develop a plan for responding in the event of a fire. A copy of the plan may be sent to the local fire authority for review and approval. The local authority should sign and date the plan indicating that it has been reviewed and returned to the hotel with comments.

Once the fire alarm system has been activated, it should not be silenced until management has determined that no fire exists or the fire department requests that the alarm be silenced.

After the fire, notify senior management and the Risk Management Department. Follow the hotel's established procedures for reporting a loss or incident.

Instructions for Reporting a Fire

1. Remain calm but react quickly.
2. Immediately activate the nearest fire alarm available.
3. Call the telephone operator. Describe to the operator the exact location of the fire.
4. Never yell, "fire" or exhibit any action that might panic the guests.
5. Return to the fire area with an extinguisher. Attempt to extinguish or contain the fire only if you are trained and it is safe to do so.
6. If the fire cannot be extinguished, evacuate and seal off the area. Close all doors and windows.

Instructions for the Switchboard Operator

1. Immediately notify the fire department, giving them the name and address of the hotel and the location of the fire.
2. Notify the ERT Director that there is a fire and tell them where it's located.
3. When answering the phone, give first priority to the in-house calls. Inform guests that the alarm is being investigated and request that they proceed to their door and follow the procedures listed there.
4. When the fire department, General Manager or ERT Director orders a floor or area evacuated, begin a systematic ringing of the rooms in that area. Notify the guests to evacuate the area. Deliver the following suggested message in a calm, steady voice:

"This is the Hotel Operator, remain calm, we are currently investigating the alarm. For your safety, proceed to _____ and follow the Emergency Procedures listed there."

During any evacuation, a written record of all the rooms contacted should be maintained.

Evacuating Persons with Disabilities

In the event of an emergency, employees should alert and attempt to accommodate guests with disabilities. Disabilities may include sensory, mobility, and/or cognitive impairments.

When developing a plan, Hotel Management should contact their local fire and rescue services regarding evacuation procedures for persons with disabilities. They should be able to assist with identifying areas of refuge and evacuation techniques. In addition, the hotel should consider speaking with employees with disabilities, other employers, and community-based organizations to determine the most appropriate solutions for your hotel.

The hotel should ensure that all guests with disabilities obtain the same information and warning in a detailed and timely manner. Most hotels will have alerting devices (i.e. strobe lights, audible alarm, vibrating devices, etc.) to alert individuals with sensory impairments of the need to evacuate. In addition, hotels should have procedures in place to account for guests with disabilities and to help ensure that they offered assistance, if needed.

Elevator use

Elevators should not be used by guests or employees for emergency egress. In most jurisdictions, elevator lobbies in buildings are required to post a sign near the elevator control buttons stating: "In case of fire, use stairs." This sign should also be in Braille to assist individuals with visual impairments.

In the event of a fire alarm, most local codes require elevators to discontinue normal operations. The elevator should be programmed to recall automatically sending the elevator car(s) to the ground floor or an alternative floor if the alarm detector was initiated on the ground floor. The hotel should not place the elevator back into service. This should be performed by authorized personnel (i.e. local fire department) with an over-ride key or when the clear signal is given.

The fire department or other local authorities having jurisdiction may opt to use the elevator to move equipment or for evacuation of occupants. Until the fire department arrives, individuals needing assistance to evacuate should be directed to use the stairs or await rescue in an area of refuge.

Area of refuge

In the event of a fire when extinguishment is not easily accomplished or smoke propagates, an individual who is unable to use the stairs may need an accessible means of egress. One of the more common ways of achieving this is by providing the individual with areas of refuge. Areas of refuge are spaces which meet specifications for fire suppression, resistance and ventilation, where individuals may remain temporarily to await further guidance or assistance during an emergency evacuation.

In a fully-sprinkled hotel, areas of refuge may include a different floor, emergency egress stairway, corridor, space, or room (including guestrooms). Depending on the emergency situation,

guestrooms should be considered as the primary area of refuge. If stairwells are to be used as an area of refuge, the landings must be large enough to accommodate a wheelchair occupant and still be used as a means of emergency egress for others. However, if the wheelchair impedes the ability of others using the stairway, the stairway should not be used as an area of refuge.

In a non-sprinkled hotel, providing areas of refuge may not be as easily achievable. Unlike fully-sprinkled hotels, spaces, rooms (including guestrooms), and emergency egress stairs may not be considered an area of refuge. However, in the event of an emergency, guests should be directed to the nearest available place of rescue away from the fire and smoke. In most cases, in a non-sprinkled hotel, this may be a guestroom. Hotels should consult with the local fire and rescue authorities to pre-identify the potential areas of refuge within the hotel.

Identification of guest needing assistance

Before special accommodations can be made, persons needing them should be identified. To achieve this objective, a list of all ADA/handicapped accessible rooms should be kept at the fire panel and front desk and made readily available for a quick cross-reference.

Additionally, the front desk should flag the guest's folio bucket with a conspicuous, laminated card. The guest's electronic folio should also be flagged within the hotel's PMS. A list of all identified areas of refuge should be maintained at the front desk to assist guests who are located in public areas inside the hotel (i.e. conference/meeting room). All of the ADA information described in this section should be made readily available in the event of an emergency.

Communication

Alerting Guest

To alert guest with hearing and cognitive impairments, the hotel should consider preparing simple, written signs with warning verbiage, pictures and/or symbols.

Non-English or native speaking guests, employees, or individuals with limited reading skills should be considered when preparing these signs. Some individuals may have difficulty in recognizing or being motivated to act in an emergency. Employees should remain calm, be patient, and attempt to communicate the hotel's emergency procedures to the best of their ability.

To assist guests with mobility impairments, hotels should provide verbiage (on the backside of guestroom door or room directory) regarding areas of refuge and to contact the Hotel operator in the event of an emergency. Information about the guest should be obtained to assist the fire department in their rescue efforts.

Informing the Fire Department/Rescue Team

Upon the arrival of the fire department, the information (i.e. location, disability, etc.) on guests with disabilities or "ADA information" should be presented to the fire department along with any other relevant information about the guests need for assistance.

Physically assisting a guest with disabilities during evacuation

Hotel employees may be asked by the guest to physically assist them when evacuating the hotel. If asked to do so, the guest should be asked to give a brief description of the type of assistance they require. If capable, the employee should proceed with assisting the guest.

If employees are unable or uncomfortable assisting a guest, they should direct the guest to proceed to an area of refuge and ensure that emergency personnel are made aware of the situation. Constant communication should be continued with the guest.

One Employee on Duty

In the event of an emergency and there is one employee on duty, the employee may be unable to assist in physically evacuating guests with disabilities. The employee should inform the guests that the fire department has been notified and they will be made aware of the guest's location and situation. The employee should direct the guest to the nearest area of refuge.

Mobility Impairments

Employees are under no legal obligation to assist in the physical transportation of a guest. If an employee chooses to assist a guest, there are specific techniques and procedures that should be followed. The following procedures should be used as guidance when evacuating a guest with disabilities.

Persons using crutches may be able to maneuver to and down the egress stairway. Employees may still offer assistance by acting as a buffer for other evacuee traffic. Depending on their upper body strength, a person using a wheelchair may be able to transfer themselves from one seating surface to another. If an employee chooses to assist in transferring, they should avoid applying pressure on the person's extremities and chest. Such pressure may result in spasms, pain and restricted breathing. Again, if the employee is not comfortable with such procedures, they should refrain from doing so and communicate with the appropriate emergency personnel.

If a single employee is attempting to physically transport a guest, the employee should:

- ❖ NEVER attempt to pick up a guest and carrying them over their shoulders. This may cause injury to individuals with neurological and orthopedic disabilities.
- ❖ Carry the individual in a cradle position; the employee should place one arm under the guest's knees. The other arm should be placed on the upper-back side of the guest's torso.

If multiple employees are attempting to physically transport a guest, the employees should:

- ❖ Stand on opposite sides of the individual
- ❖ Wrap their arm around the guest's shoulder and grab the forearm of the other employee
- ❖ Reach under the person's knees to grasp the wrist of your carry partner's other hand.
- ❖ Lean in close to the person, and lift on the count of three.

An employee should not attempt to descend a guest using a wheelchair downstairs by themselves unless the situation is critical and there are no other options. If the decision is made to descend the guest, the employee should:

- ❖ Stand behind the chair grasping the pushing grips.

- ☞ Another person should assist by holding the frame of the wheelchair and pushing up from the front. Do not lift the chair, as this places more weight on the individual behind.
- ☞ Tilt the chair backwards until a balance is achieved.
- ☞ Descend forward.
- ☞ Stand one step above the chair, keeping your center of gravity low and let the back wheels gradually lower to the next step.
- ☞ Keep the chair tilted back.

Sensory Impairments

Vision

To assist an individual with vision impairments, the employee(s) should:

- ☞ Announce their presence. Speak when entering the area.
- ☞ Speak naturally and directly to the individual. Do not shout.
- ☞ Allow the person to explain what help is needed.
- ☞ Describe the action to be taken.
- ☞ Allow the individual to grasp your arm or shoulder lightly, for guidance.
- ☞ Mention any change in elevation, stairs, narrow passages doorways, ramps, etc.
- ☞ When guiding to a seat: Place the person's hand on the chair.
- ☞ If leading several individuals with visual impairments at the same time, request that they hold each other's hands.
- ☞ Ensure that after exiting the building, someone remains with them until the emergency is over.

To assist an individual with service animals, the employee(s) should NOT pet or offer the dog food without the permission of the owner. If the dog is wearing its harness, it is considered to be on duty. To guide the owner in lieu of the dog, the employee should request that the owner remove the dog's harness. However, plan for the dog to be evacuated with the owner (unless dictated otherwise by the AHJ). In the event the employee is asked to care for the dog while assisting the owner, he/she should hold the leash and not the dog's harness.

Hearing

To assist an individual with hearing impairments, the employee(s) should:

- ☞ Flick the lights when entering the room or area to get the person's attention.
- ☞ Establish eye contact with the individual, even if an interpreter is present.
- ☞ Face the person, do not cover or turn your face away.
- ☞ Never chew gum.
- ☞ Use facial expressions and hand gestures.
- ☞ Check to see if you have been understood and repeat if necessary.
- ☞ Offer pen and paper. Write slowly and let the individual read as the employee write.
- ☞ Do not allow others to interrupt while communicating emergency information.
- ☞ Be patient, the individual may have difficulty understanding the message.
- ☞ Provide the individual with a flashlight for signaling their location in the event they are separated from the rescuing team.

Other Impairments

Pregnancy

Although pregnancy is not considered a disability, it can result in reduced stamina or impaired mobility, especially in using the stairs. Employee(s) should offer to walk and remain with someone who is pregnant until she has reached safety.

Pre-existing illness

Smoke, dust, and other stressful environmental factors may trigger pre-existing respiratory or cardiac conditions. This may reduce stamina. The employee(s) should remind the individual to bring their medication before leaving the area. Offer them assistance in walking as well.

Assisting employees with disabilities

At the time of hire, employees should be asked if they will need any additional assistance in the event of an emergency. Upon their response, the hotel should evaluate its ability to accommodate the individual.

An additional safety measure is implementing a “buddy system” to help ensure employees with disabilities are offered assistance in the event of an emergency. The buddy should be capable of performing assigned emergency and evacuation tasks. The employee status of the buddy should be evaluated frequently.

During fire drills, practice sessions should be conducted with the employee and "buddies" to ensure that all parties can handle their assigned tasks. “Back-up” buddies should also be selected in the event that the “buddy” is not available (i.e. vacation, etc.). The “buddy system” should not be used as a substitute for emergency procedure training.

Sample Fire Plan

Some hotels may find it useful to summarize key components and post them for employee use. The following is a sample plan which utilizes this concept. Hotels should develop their own plan which is designed to meet their specific needs.

Instructions for printing and placement of plan:

- Procedures should be printed on laminated card stock or "Action Cards". When the Action Card has two pages, the card should be printed two-sided.
- Each Action Card should be placed in an individual envelope.
- Clearly label each envelope with the same information as the top of the Action Card.
- Optional (place all envelopes in order into one brightly colored accordion file).
- Place each envelope in sequential order in a rack mounted behind the front desk.
- The "Action Cards" will differ by shift based on staffing levels.
- Include in employee training the location of the Fire Procedure Plan.
- Instruct appropriate employees to report to the front desk when the fire alarm sounds or when they are notified of the existence of a fire.
- Instruct employees to choose an "Action Card" based on the order of their arrival at the front desk or according to their training.
- The second and third shifts will have a special "Action Card" for use when only one employee is on duty.
- Departmental Procedures should be posted on laminated cards in each department.

ACTION CARD 1
FIRST RESPONDER
EMERGENCY FIRE PROCEDURES
8AM ~ 5PM

EMERGENCY PHASE

- ❖ Remain calm, but act quickly
- ❖ Call Fire Department 911 or emergency number _____
- ❖ Proceed to enunciator panel and determine type of alarm
- ❖ Prepare Fire Squad “Action Card 2”
- ❖ Upon arrival of Fire Squad, report type and location of alarm
- ❖ Provide Action Card 2 to Fire Squad
- ❖ Dispatch Fire Squad to alarm location to investigate
- ❖ Using radio, stay in constant communication with Fire Squad until they are out of danger
- ❖ Communicate status with Central Station Phone # _____
- ❖ Proceed to Next Available Action Card.

If all Action Cards have been retrieved, assist the DIRECTOR (Action Card 5)

NOTE: The alarm panel should not be reset or silenced until it has been determined that there is no fire or emergency.

ACTION CARD 2
FIRE SQUAD (ENGINEER & GSR)
Emergency Fire Procedures
8AM ~ 5PM

EMERGENCY PHASE

- ☞ Remain Calm, But Act Quickly
- ☞ Obtain E Key and Radio from FIRST RESPONDER (Action Card 1)
- ☞ Obtain Portable Fire Extinguisher from the lobby
- ☞ Under direction of the dispatcher proceed to the location of the alarm.
- ☞ Look for cause of the alarm (fire, guest, child, broken sprinkler, etc.)
- ☞ Using radio, report back to the dispatcher

If a fire is visible...

- ☞ If the fire can be extinguished in a safe manner, attempt to extinguish with portable extinguisher
- ☞ If the fire can not be safely extinguished, EVACUATE and SEAL OFF area by closing doors
- ☞ Report back to the dispatcher
- ☞ Assist guests when possible by pointing out exits

If Alarm Source is behind a Closed Door

- ☞ Determine if the door is hot by feeling the door and handle
- ☞ If smoke is visible or the door is hot, seal off the area
- ☞ If the door is cool and there is no sign of smoke, enter the room, locate alarm source
- ☞ Report back to the dispatcher
- ☞ If a fire is visible, attempt to extinguish with a portable extinguisher if feasible
- ☞ If the fire cannot be extinguished in a safe manner, EVACUATE and SEAL OFF area by closing the door

No Sign of Fire

- ☞ Search area to determine cause of alarm
- ☞ Report to dispatcher

POST EMERGENCY

Return to front desk to assist DIRECTOR (Action Card 5)

ACTION CARD 3
COMMUNICATOR
EMERGENCY FIRE PROCEDURES
8AM ~ 5PM

EMERGENCY PHASE

- ❖ Remain Calm, But Act Quickly
- ❖ Proceed to hotel PBX
- ❖ Handle Guest Calls and Inquiries before answering external calls
- ❖ Use the following text when talking to guests:

“This is the Hotel Operator, remain calm, we are currently investigating the alarm. For your safety, proceed to _____ and follow the Emergency Procedures listed there.”

For guest with disabilities asking for assistance, the following additional verbiage should be communicated:

“The fire department has been notified. In order to assist in their rescue efforts, I will need to know information about your disability. *(Take notes)*. Please remain in/go to location of the nearest place of potential rescue (including area of refuge if applicable) and I’ll inform the fire department of your location and situation.”

- ❖ Using a “Guest Phone Log,” document all rooms you talk to. Keep log secured at all times
- ❖ Obtain occupancy report from DIRECTOR (Action Card 5)
- ❖ Determine locations of guests with special needs/disabilities
- ❖ Call occupied rooms which you have not yet spoken with
- ❖ Ensure that Utility receives information obtained from guests needing assistance with evacuation
- ❖ Continue to operate the hotel PBX until relieved or instructed otherwise

POST EMERGENCY

- ❖ Request information from the DIRECTOR (GM/MOD) on how to respond to guest and media inquiries
- ❖ Obtain forms for logging all telephone calls and relaying messages (enclosed)
- ❖ Prepare 24 hour work schedule and recall operators to work as needed

ACTION CARD 4
UTILITY
EMERGENCY FIRE PROCEDURES
8AM ~ 5PM

EMERGENCY PHASE

- ❖ Remain Calm, But Act Quickly
- ❖ Obtain Elevator key from Break Glass Box and use to recall and lockout the hotel elevator(s)
- ❖ Obtain E Key from Break Glass Box. Location: _____
- ❖ Obtain Floor Plans (enclosed)
- ❖ Obtain hotel schematic for HVAC, Fuel & Water shut off (enclosed)
- ❖ Obtain list of Key Contractors (enclosed)
- ❖ Obtain Current Occupancy Reports from DIRECTOR (Action Card 5)
- ❖ Obtain information on guests with disabilities (ADA information)
- ❖ Greet Fire Department and Provide Reports, ADA information, Floor Plans, Schematic & Keys
- ❖ Under the direction of the Fire Department shut fuel & water off
- ❖ Assist Fire Department as needed
- ❖ Contact Key Contractors from List

POST EMERGENCY

- ❖ Cooperate with local authorities
- ❖ Coordinate temporary restoration of services to property and equipment
- ❖ Work with utility companies and key contractors to restore hotel services
- ❖ Contact waste disposal agency to arrange for removal of damaged goods
- ❖ Assist in setting up the telephone system in the operations center

ACTION CARD 5
DIRECTOR (GM/MOD)
EMERGENCY FIRE PROCEDURES
8AM ~ 5PM

EMERGENCY PHASE

- ❖ Print Emergency reports
 - ◇ Occupancy Report/Rooming List
 - ◇ Reservations Reports (Next 3 Days)
 - ◇ Audit Reports
- ❖ Obtain information on guests with disabilities (ADA information)
- ❖ Make two (2) copies of the occupancy report and ADA information; provide to COMMUNICATOR (Action Card 3) and UTILITY (Action Card 4)
- ❖ Assign staff to control access of Guests, Press, etc.
- ❖ Account for Guests by using Guest Roster (enclosed)
- ❖ Account for Employees by using Employee Roster (enclosed)
- ❖ Contact facility where guests will be relocated
 - ◇ Facility: _____ Phone Number: _____
 - ◇ Facility: _____ Phone Number: _____
- ❖ Contact transportation company for guest relocation
 - ◇ Company: _____ Phone Number: _____
 - ◇ Company: _____ Phone Number: _____
- ❖ Assist in Guest Relocation
- ❖ Provide emergency response kit to hotel personnel responsible for tracking relocation of guests (enclosed)
- ❖ Assist Fire Department as needed
- ❖ Reset the Fire Alarm ONLY when directed to do so by the fire department

ACTION CARD 5 ~ SIDE 2

DIRECTOR

EMERGENCY FIRE PROCEDURES

8AM ~ 5PM

POST EMERGENCY

- ❖ Notify company management of conditions at the hotel
- ❖ Notify Risk Management Department.
- ❖ Establish an operations center
- ❖ Contact Key Contractors from List (enclosed)
- ❖ If necessary, establish a manual record keeping system for tracking guest transactions (enclosed)
- ❖ Establish security for the property
- ❖ Replace utilities with temporary sources for lights and electricity
- ❖ Re-establish a communications system (radios, cellular phones, etc.)
- ❖ Recall key employees
- ❖ Furnish the PBX operator with information on what should be told to guests, employees, relatives, media, etc. (sample enclosed)
- ❖ Secure guest records, hotel money and E keys

**ONE EMPLOYEE ON DUTY
EMERGENCY FIRE PROCEDURES**

EMERGENCY PHASE

- ☞ Remain Calm but Act Quickly
- ☞ If the alarm has not sounded activate the fire alarm
- ☞ Call Fire Department 911
- ☞ Answer Guest Phone Calls and Inquiries
- ☞ Use the following text when talking to guests

“This is the Hotel Operator, remain calm, we are currently investigating the alarm. For your safety, proceed to _____ and follow the Emergency Procedures listed there.”

For guest with disabilities asking for assistance, the following additional verbiage should be communicated:

“The fire department has been notified. In order to assist in their rescue efforts, I will need to know information about your disability. *(Take notes)*. Please remain in/go to location of the nearest place of potential rescue (including area of refuge if applicable) and I’ll inform the fire department of your location and situation.”

- ☞ Print Emergency Reports
 - ◇ Occupancy Report/Rooming List
 - ◇ Reservation Report (3 Days)
 - ◇ Audit Reports
- ☞ Obtain information on guests with disabilities (ADA information)
- ☞ Obtain E Keys _____ (location)
- ☞ Obtain Floor Plans from UTILITY Action Card 3
- ☞ Obtain hotel schematic for HVAC, Fuel & Water shut off from UTILITY Action Card 3
- ☞ Call GM Direct Phone # _____
- ☞ Call all occupied rooms which you have not spoken with
- ☞ Secure cash
- ☞ Greet Fire Department – Provide Occupancy Reports, ADA information, Floor Plans and E Keys
- ☞ Reset Fire Alarm ONLY when directed to do so by the fire department
- ☞ As long as it is safe, continue to operate PBX until relieved or directed otherwise

**LAUNDRY
EMERGENCY FIRE PROCEDURES**

EMERGENCY PHASE

When Alarm Sounds...

- ☞ Turn off all equipment including washers, dryers, etc.
- ☞ Close and latch laundry chute and all doors
- ☞ Proceed to the Front Desk to implement Emergency Management Plan (EMP)
- ☞ Assist guests when possible by pointing out exits

POST EMERGENCY

- ☞ Inventory housekeeping supplies
- ☞ Set up a central distribution area to provide towels, soap and other amenities to guests (if they are not evacuated)
- ☞ If necessary, contact outside cleaning agencies to assist with cleaning

Company: _____ Phone Number: _____
Company: _____ Phone Number: _____

**HOUSEKEEPING
EMERGENCY FIRE PROCEDURES**

EMERGENCY PHASE

When Alarm Sounds...

- ❖ Secure carts in maids closets or nearest guestroom
- ❖ Proceed to the Front Desk to implement Emergency Management Plan (EMP)
- ❖ Assist guests when possible by pointing out exits

POST EMERGENCY

- ❖ Report to MOD for assignment

GUEST SERVICES

EMERGENCY FIRE PROCEDURES

EMERGENCY PHASE

When Alarm Sounds...

- ❖ Secure all cash, valuables and keys
- ❖ Proceed to the Front Desk to implement the Emergency Management Plan (EMP)
- ❖ The EMP should be located in a red folder behind the front desk
- ❖ There are five (5) Action Cards to be used when 5 or more employees are on duty, and a special card for use when one (1) Employee is on Duty
- ❖ Open EMP folder and retrieve the first available Action Card
- ❖ If you are on duty by yourself, take the folder marked "One Employee On Duty"
- ❖ Open the Action card and follow the procedures listed on the yellow laminated card.

POST EMERGENCY

- ❖ Assist DIRECTOR (Action Card 5)

Re-Opening of Property

In the event the hotel is damaged by fire the decision to re-open the hotel is the responsibility of the General Manager, in conjunction with the local authorities. It is not advisable to make this decision without first identifying all of the essential prerequisites to re-open.

Building/safety inspections will be conducted by the Chief Engineer, Director of Security and the Housekeeping Director. Depending upon the nature of the emergency, the following areas are to be inspected:

- safety and security systems
- electrical
- mechanical
- structural
- all operational supplies

The hotel's Safety and Security Committee should meet to determine:

- safety and security issues
- re-opening strategies
- supply requirements
- staffing requirements
- communication requirements
- financial implications

Floods

The General Manager should determine what the flood potential is for their location. This information may be obtained from the Risk Management Department, local library, or the local authorities. A hotel does not have to be located near a river or stream to have the potential for a flood. Flooding can be caused by large amounts of rainfall during short periods of time, overloaded storm sewers, broken water mains or improperly designed run-off areas.

The following is a recommended outline for developing a written Flood Emergency Plan. Hotels should develop their own which is designed to meet their specific needs.

Preparation

As in other possible emergencies, the planning for floods should be completed in advance. Before a flood occurs, the hotel should have the following equipment on hand:

- A supply of containers suitable for drinking water (1/2 gallon per person per day for three days).
- Battery-operated radios with spare batteries.
- Flashlights with spare batteries.
- Two rolls of polyethylene.
- Burlap bags suitable for sandbagging (burlap will stretch and not tear as it absorbs water).
- Fully stocked first aid kit.
- Ropes for lashing down objects that could be swept away.
- List of emergency contacts.
- Means for removing small amounts of water from public areas.

Division of Responsibility

General Manager:

- Monitor radio and television broadcasts for flood information updates.
- Follow the progress of preparation within the hotel.
- Determine how many employees are needed and are willing to remain at the hotel during the emergency.
- Maintain contact with senior management and the Risk Management Department, and the local authorities.

Engineer:

- Fill the hotel vehicle with fuel and park it in a high, protected area.
- Move tools and equipment to an upper floor.
- Begin filling sandbags and sealing all low level entrances.
- Lash pool furniture, trash cans and other outside fixtures in place.
- Check emergency lighting systems. Attempt to protect ground level emergency generators from flood water.
- Disconnect power to all lower level portions of the hotel, if required.
- Check to ensure that all sewer and roof drains are clear of obstructions.

Housekeeper:

- Remove the furniture from all low-level rooms and store on upper floors.
- Relocate as many housekeeping supplies as possible to upper floors. Goods that cannot be placed on upper floors should be moved to the top shelves.
- Fill tubs and sinks on upper floors with water to be used for drinking, washing, and sanitation.
- Cover furniture that cannot be moved.

Food and Beverage Manager:

- Move at least a three-day supply of canned goods and other nonperishable food items to an upper floor.
- Relocate candles, cooking utensils and sterno to a room near food.
- Clean, sterilize and fill the drinking water containers before moving them to an upper floor.
- Purchase and store, with the food items, a three-day supply of paper plates, plastic flatware and trash bags.
- Move stored food and liquor to the highest shelves to avoid possible contamination.
- Turn freezers and refrigerators to the coldest settings. Do not open these unless absolutely necessary.

Front Office Manager:

- Contact the guests and explain the weather conditions and the emergency preparations of the hotel. Offer guests the opportunity to decide if they should stay or leave.
- Relocate guests from lower floors to upper floors.
- Move essential accounting records, cash, office machines, etc., to upper floors, if required.
- Provide the latest weather information to guests.

Guests and employees:

- Avoid areas subject to sudden flooding.
- Do not attempt to cross water that is deeper than the level of your knees.
- Do not attempt to drive over flooded roads.

After the Flood Waters Recede

- Dispose of damaged or fresh food that has come in contact with floodwater.
- Have drinking water tested for possible contamination.
- Do not handle live electrical equipment in wet areas. Check and clean electrical equipment before returning it to service.
- Use flashlights, not lanterns or torches, to examine flooded sections where flammable gases may be trapped.
- Report broken utility lines to the appropriate authorities.
- Start clean up and salvage operations.

Hurricane/Typhoon

Advance planning can play a major role in limiting the damage caused by hurricanes and typhoons. Each hotel at risk for hurricane impact should engage the Emergency Response Team (ERT) for the development of an effective Hurricane response plan.

The ERT is typically coordinated by the General Manager and consists of the Food & Beverage Manager, Chief Engineer, Executive Housekeeper, Front Office Manager, Human Resources Manager and other key personnel with decision-making authority. The accountabilities of the committee include developing and familiarizing themselves with the plan, communicating the plan to the rest of the staff, and designating responsibilities for action during the prepa redness, response, and recovery phases of a Hurricane event.

The team should be aware of the immense destruction tropical storms can produce and the need for acting together quickly should one threaten to strike. The following is a recommended outline fo r developing a written Hurricane Emergency Plan. Hotels should develop their own plan which is designed to meet their specific needs.

Closing the Hotel

The conditions under which the hotel would be closed and evacuated should be pre-determined as part of the planning stage. The determination on hotel closure should be based on the following:

- ❖ Location of the hotel
- ❖ Proximity to the coastline
- ❖ Type of construction
- ❖ Susceptibility to flooding
- ❖ Storm strength

Hotel management should discuss with senior managemene nt at what Hurricane Category (if any) based on these conditions the hotel would be closed prior to and/or post landfall.

A checklist is located in the appendix to assist you in the process of closing your hotel.

Before hurricane season starts...

Hurricane season runs June 1 through November 30.

Equipment/Supplies

Emergency Team: The team should have on hand at the hotel the following equipment and make the following preparations:

- ❖ A supply of containers suitable for drinking water (allow a minimum of 1/2 gallon per day per person for at least three days).
- ❖ A battery-operated radio with spare batteries.
- ❖ Cellular telephone(s) with spare batteries and car charger adapter(s).
- ❖ Flashlights with spare batteries and light sticks. Candles are not recommended due to the fire hazard.

- ❖ Rope for lashing down storage sheds, patio furniture, etc.
- ❖ Storm shutters or plywood for covering plate glass windows on ground floors.
- ❖ Straps and/or burlap for protecting signage and roof mounted equipment.
- ❖ Burlap bags suitable for sandbagging (burlap will stretch and not tear as it absorbs water).
- ❖ Fully stocked first-aid kits.

Action Items

- ❖ Communication of the plan to employees and key personnel through practice drills and training.
- ❖ Determine secure storage areas for Vital Records within the hotel. Duplicates of Vital Records should be stored in a secure off-site location.
- ❖ Prepare Programming and Spare keycards (recommend at least two per guestroom) in the event of power disruption.
- ❖ Review and practice "board-up" procedures, so that they can be executed quickly and efficiently when the need arises.
- ❖ Provide CPR/ First-Aid training to employees and managers.
- ❖ Develop Mutual Aid Agreements with neighboring hotels and/or facilities for occupancy, food, transportation, fuel, communication, potable water, hardware supplies, and an alternative Command Post should the hotel become severely damaged.
- ❖ Negotiate Contingency Contracts/Agreements with vendors able to provide materials and/or services in the event of an emergency. Materials and services may include transportation for employees and guests in the event of an evacuation, hardware supplies, generators, security, diesel and/or gasoline, and food supply provisions.
- ❖ Designate a Command Post and "Safe Rooms" (interior areas) within the hotel where remaining employees and guests will be positioned should the hotel fall within the hurricane impact zone.
- ❖ Pre-identify non-PBX communication lines (i.e. fax) which may endure if the phone system fails.
- ❖ Contact public agencies to arrange shelter space for foreign guests in the event of an evacuation.
- ❖ Obtain or create a map of emergency shelters and evacuation routes for guests and employees.
- ❖ Identify a main point of emergency contact (i.e. dedicated corporate office phone number) employees may contact with their status and location should an evacuation occur.

Landfall: – 4 Days

All Department Managers should conduct briefing meetings with their respective staff to identify priority tasks and delegate responsibilities according to plan.

General Manager:

- ❖ Check telephone numbers for local emergency preparedness (civil defense), police and fire departments, the Loss Prevention Department and your Franchise Service Manager.
- ❖ Reconfirm Mutual Aid Agreements and Contingency Contracts.
- ❖ Review the post-hurricane security plan and hotel closing procedures.

Engineer:

- ❖ Check to see that dead limbs, coconuts and debris are removed from trees, the grounds and the rooftop.
- ❖ Clear and check roof and floor drains and surfaces.
- ❖ Check emergency generators and sump pumps.
- ❖ Top off emergency generator, fire pump and any other fuel tanks.

Housekeeper:

- ❖ Check window and door locks.
- ❖ Empty first floor storage rooms and relocate materials to an upper floor.

Food & Beverage Manager:

- ❖ Ensure adequate stores of non-perishable foods are accessible or in the process of delivery.

Front Office Manager:

- ❖ Contact tour operators and explain storm's status.

Landfall: – 3 Days

General Manager:

- ❖ Monitor radio and television broadcasts for storm information or receive regular reports from the "weather watcher."
- ❖ Keep department heads posted on storm progress.
- ❖ Monitor the progress of preparations within the hotel.
- ❖ Inform guests through the front desk of the storm's progress and the precautions being taken by the staff.
- ❖ Determine how many employees will be able to work during the storm.
- ❖ Identify minimum staffing requirements (direct and third-party) and institute a rotating schedule to allow employees to make personal safety preparations and plans.
- ❖ Master electronic and hard key duplicates for the hotel sent overnight service (i.e. UPS, DHL, Fed-Ex, etc.) to corporate office as a contingency if the hurricane event results in hotel closure and complete evacuation.

Engineer:

- ❖ Start installing storm shutters or plywood over low level windows. (The experts now agree that it is not a good use of time to simply tape windows, so if shutters or plywood are installed, skip to the next task.)
- ❖ Strap or anchor signage and roof mounted equipment (i.e.: HVAC units and exhaust ducts).
- ❖ Move tools (hammers, saws, nails, axes, crowbars, etc.) that may be useful during or after the storm to a safe place.
- ❖ Begin filling sandbags for later use in the critical areas.

Housekeeper:

- ❖ Remove furniture from all low level rooms and place it in upper floor storage rooms or meeting rooms.
- ❖ Relocate pool furniture, outside trash cans, etc., to low level rooms that have been emptied of furniture. Secure these rooms.
- ❖ Outside furniture, equipment, or storage sheds that cannot be relocated should be securely lashed in place. Patio furniture may be placed in the pool.
- ❖ Check to see that nothing is stored in electrical rooms, mechanical equipment rooms or sump pump rooms.

Food and Beverage Manager:

- ❖ Take inventory of available food stores.
- ❖ Create cycle menu based on inventory which utilizes perishable stocks as the primary food source while power is available.
- ❖ Purchase and store with the food a three-day supply of paper plates, plastic flatware, and trash bags.
- ❖ Remove all goods from pool bars.

Front Office Manager:

- ❖ Contact each guest and explain the storm's status and the emergency preparations of the hotel.

Landfall: – 2 Days

A hurricane watch is issued when a storm threatens to hit the area within 24 to 36 hours. When the weather bureau issues a hurricane watch, the emergency organization should move smoothly into action. Each department head should take the preliminary action outlined below so all departments are ready if the storm continues on the established course.

General Manager:

- ❖ Advise guests of projected hurricane threat and encourage early evacuation.
- ❖ Release non-essential employees.

Engineer:

- ❖ Fill hotel vehicle with fuel and park in a high, protected area.
- ❖ Sandbag non-critical areas.

Food and Beverage Manager:

- ❖ Move at least a three day supply of canned goods and other non-perishable items to an upper floor room.
- ❖ Relocate cooking utensils and chafing fuel to a room near the food items.
- ❖ Clean and sterilize the drinking water containers.

Front Office Manager:

- ❖ Relocate essential accounting records, monies, office machines, etc., to an upper level room.
- ❖ Encourage guests to evacuate the storm area.
- ❖ Obtain a list of all current guests and room numbers and distribute to HEC members.
- ❖ Obtain updated emergency contact information for employees (cell phone, evacuation destination address, relative or friend contact information where employees' status and location may be relayed, etc.)
- ❖ Issue card with emergency contact number (i.e. dedicated corporate office phone number) to employees and provide instruction to call number to update their status and location should an event occur.

Landfall: – 1 Day

A hurricane warning means that a storm is expected to hit a specified area within 24 hours. The weather will deteriorate very quickly and outside conditions may be unsafe in 12 hours or less.

Begin final preparation for the protection of life and property immediately. Know where the eye of the hurricane will strike the coast and know its velocity. These facts are crucial to your emergency preparations. In the northern hemisphere, winds move in counter-clockwise rotation.

Use this information to be prepared for both situations. Responsibilities should be delegated as follows:

General Manager:

- ☞ Notify guests and staff of the Hurricane warning status and the projected storm track.
- ☞ Continue to follow the storm's progress by monitoring the TV and radio.
- ☞ Release as many employees as possible.

Engineer:

- ☞ Check emergency generator, emergency lights, tools and supplies.
- ☞ Disconnect power to all low-lying portions of the hotel.
- ☞ Secure all rooftop and lower level doors.
- ☞ Finish sandbagging areas that are subject to flooding.
- ☞ Shut off gas supply to kitchen and boilers.
- ☞ Any guest property left during evacuation should be inventoried and locked in a secure room.

Housekeeper:

- ☞ Move as many towels, laundry supplies, etc., as storage space allows to an upper floor.
- ☞ Fill all tubs and sinks with water for washing and sanitation.
- ☞ Secure rugs and drapes and move off of floor to secure guestroom.
- ☞ Close all louvers securely in rooms.
- ☞ Close all doors to unoccupied rooms.
- ☞ Have your staff ready to aid other departments if needed.

Food and Beverage Manager:

- ☞ Cover machinery and stock with tarpaulins and waterproof covers.
- ☞ Fill water containers and store them with canned foods.
- ☞ Turn freezers and refrigerators to their coldest settings. Do not open these unless absolutely necessary.
- ☞ Cooler and freezer doors should be locked to limit opening and to prevent unauthorized access.
- ☞ Move stored goods to the highest shelves away from possible flooded waters.

Front Office Manager:

- ☞ Cover computers with waterproof covers.
- ☞ Relocate guests on lower floors to upper floors and help them settle into their rooms.
- ☞ Plan activities to keep the guests entertained.
- ☞ Make available to guests and staff the latest storm information.
- ☞ Have guests sign a waiver if they plan to stay at the hotel during the storm.
- ☞ Cancel reservations for the next 48 hours if a major impact is anticipated.
- ☞ Record and verify names of all staff on duty.

During the Storm...

If the eye of the hurricane passes directly overhead, do not go outside; the winds start up again rapidly. The wind direction will switch after the eye passes. Continue to use public utilities until they fail.

General Manager:

- ☞ Ensure no one leaves the building unless it is an extreme emergency.
- ☞ Prohibit the consumption of alcoholic beverages by staff and/or guests.
- ☞ Watch for flooding conditions in the hotel.

All available staff:

- ☞ Sandbag the entrance, then evacuate to a higher floor, if necessary.

Engineer:

- ☞ Constantly monitor any boilers or equipment that must remain on line.
- ☞ During power failure, turn off electrical switches to prevent reactivation before necessary checks are completed. Follow lockout/tagout procedures.

After the Storm...

General Manager:

- ☞ Survey the damages and report to the hotel owner and the Loss Prevention Department by the most expedient means of communication.
- ☞ Determine the extent of damage and proceed with Hotel Closure Procedures (see sample checklist) if deemed necessary.
- ☞ Activate Mutual Aid Agreements and Contingency Contracts for recovery operations.
- ☞ Contact your Franchise Service Manager (FSM) to get Loss Prevention and Public Relations assistance.
- ☞ Notify the Reservation Center to stop accepting reservations if the hotel has been severely damaged.

Engineer:

- ☞ Survey the property for hazards such as live wires, leaking gas or flammable liquids and survey for damage to foundations or underground piping. Coordinate the cleaning, checking, and repairing of electrical and hydraulic equipment.
- ☞ Make temporary repairs that will limit losses from the heavy rain that follows a passing storm.
- ☞ Begin salvage as soon as possible to prevent further damage: Cover broken windows and torn roof coverings immediately. Clean roof drains and remove debris from roof to prevent drainage problems.
- ☞ Establish temporary dump onsite, where necessary.

Food & Beverage Manager:

- ☞ Evaluate status of perishable foods in coolers and freezers. Foods not maintained within acceptable temperature ranges due to power outages should be removed from hotel and disposed of. If trash removal service is offline, a temporary refuse sight should be used as far from hotel as possible.

Front Office Manager:

- ☞ Notify incoming guests if the hotel has been damaged.
- ☞ At check-in, inform guests of any reduction in services.

SAMPLE STORM ADVISORY – LANDFALL – 2 DAYS

NOTICE

Please be advised that a hurricane is approaching this area. In order to ensure the safety of _____ Hotel guests, the management is advising all guests to evacuate the hotel and seek safe shelter away from the areas where the effects of the hurricane are expected to be felt.

The hotel will not be responsible for any damage to property or personal injury to guests who remain at the hotel.

Any guests that stay at the hotel, despite this warning, will individually be assuming the risk for any personal injury or property damage that may directly or indirectly be caused by the hurricane.

1. If you choose to remain and not evacuate the hotel, the following conditions may exist:
 - ☞ The elevator may be out of service.
 - ☞ There may be no electricity or running water.
2. The following facilities may not be open:
 - ☞ Restaurant
 - ☞ Lounge
 - ☞ Housekeeping service and room service may not be available
3. You should be aware of the following:
 - ☞ Smoking will not be permitted because of possible gas leaks.
 - ☞ Use of candles will not be permitted.
 - ☞ A limited supply of flashlights will be at the front desk.
 - ☞ There may be limited food and drinking water available.
 - ☞ Bath tubs should be filled with water.
 - ☞ Serious flooding may occur.
 - ☞ There may be no access to the first floor and exits.
 - ☞ The nearest shelter is at _____. Contact the front desk for directions.
4. Remember:
 - ☞ Stay away from windows. In case of high winds, leave rooms and move to corridors.

Place under each guestroom door. Post in Lobby, Restaurant and Lounge



SAMPLE GUEST WAIVER - LANDFALL – 1 DAY

RELEASE

I, _____, acknowledge I have been advised that I should evacuate the _____ Hotel and seek safe shelter away from the area where the hurricane is expected to cause damage. I am aware that by staying at the hotel, I may expose myself to personal injury or damage to my property. I voluntarily assume these risks and I agree for myself, my heirs, executor, administrator or guardians to release, indemnify and hold harmless _____, its parent, subsidiaries, affiliates, agents and employees from any and all suits, actions, other legal proceedings, claims, liabilities, damages, losses, injuries, expenses, and attorney's fees, including without limitation, those involving death of, or injury to me or loss or damage to any of my property arising out of or in any way related to occurrences at or near the hotel beginning on _____ and until I have been advised that it is safe to return to the hotel.

Date

Guest's Signature

Witness

Terms Used in Storm Reports

Glossary of terms the National Hurricane Center uses as it tracks the Atlantic storm season:

Hurricane/Typhoon: A tropical cyclone in which the maximum sustained surface wind is 74 mph or more. The term hurricane is used for Northern Hemisphere cyclones east of the International Dateline to the Greenwich Meridian. The term typhoon is used for Pacific cyclones north of the Equator west of the International Dateline.

Hurricane Season: The part of the year when hurricanes are most likely. Hurricane season in the Atlantic, Caribbean and Gulf of Mexico runs from June 1 to Nov. 30.

Hurricane Warning: Warnings that indicates sustained winds 74 mph or higher associated with a hurricane are expected in a specified coastal area within 24 hours. A hurricane warning can remain in effect when dangerously high water or waves continue even though winds may be less than hurricane force.

Hurricane Watch: An announcement of specific coastal areas where a hurricane or an incipient hurricane condition poses a possible threat, generally within 36 hours.

Tropical Storm: A tropical cyclone in which the maximum sustained surface wind speed ranges from 39 mph to 73 mph.

Tropical Storm Warning: A warning for tropical storm conditions that are expected in a specified coastal area within 24 hours or less.

Tropical Storm Watch: An announcement that a tropical storm poses or tropical storm conditions pose a threat to coastal areas generally within 36 hours.

Eye: The relatively calm center of the tropical cyclone that is more than one half surrounded by wall cloud.

Storm Surge: An abnormal rise in sea level accompanying a hurricane or other intense storm.

Hurricane Categories

Category 1: Winds 74-95 mph (119-152 km/h).

Category 2: Winds 96-110 mph (154-177 km/h).

Category 3: Winds 111-130 mph (178-209 km/h).

Category 4: Winds 131-154 mph (210-248 km/h).

Category 5: Winds greater than 155 mph (249 km/h).

Additional Resources

National Hurricane Center (US) ~ <http://www.nhc.noaa.gov/>

FEMA (US) ~ <http://www.fema.gov>

Forecasting and Storm Watches ~ <http://www.earthwatch.com/>

Tornadoes/Windstorm

It is important to know the difference between a tornado watch and tornado warning. A tornado watch simply means that conditions are favorable for the formation of a tornado. A tornado warning is issued when a tornado has actually been sighted or is indicated on radar. The following is a recommended outline for developing a written Tornado/ Windstorm Emergency Plan. Hotels should develop their own which is designed to meet their specific needs.

Instructions for a Tornado Watch

A weather alert radio is a useful tool for monitoring inclement weather. The General Manager, when made aware of a tornado watch, should monitor radio and television broadcasts for changes in current weather conditions. The telephone operator should notify all department heads that a tornado watch has been issued by the U. S. Weather Service.

The hotel can continue normal operations until the National Weather Service issues a tornado warning.

Instructions for a Tornado Warning

The General Manager should:

- Instruct the telephone operator to phone the guests and make them aware of the weather conditions.
- Instruct the maintenance department to obtain tools needed to disconnect gas and water supplies after the tornado, if necessary.
- Post a tornado spotter at a location that gives him a view to the southwest, the direction from which tornadoes usually approach.

If the spotter sights a tornado, he should notify the front desk immediately. By a prearranged signal, the front desk manager should instruct all employees to seek shelter in an area of the hotel on the ground level that has no windows.

Telephone Operator:

- Phone each guest room providing the following information:

"The hotel is under a tornado warning. If the tornado strikes, proceed to your bathroom and close the door."

Guest Service Manager or Night Auditor:

- Secure the office area.
- Use the public address system to announce, "We have been informed that our hotel is in a tornado warning area. We recommend that you return to your room. In the event that the tornado strikes, proceed to your bathroom and close the door."

Engineer:

- Collect the tools necessary to disconnect the hotel from any public utility that might be damaged in the storm.
- Relocate or secure any outside equipment that might be blown away by the storm.

Hotel Personnel:

- Provide first-aid as necessary for guests and employees.
- Shut off any utility service damaged by the high winds.
- Secure the property.
- Make guests as comfortable as possible.

The General Manager or their designee should notify senior management and the Risk Management Department of any damage.

If the tornado does not strike and the all clear is issued, all activities should return to normal. The telephone operator and public address announcer should inform guests:

"The danger has passed. Thank you for your cooperation."

Winter Storms

In areas where winter storms can be particularly severe, the ERT should begin to make plans in October for the coming winter.

The following is a recommended outline for developing a written Winter Storm Emergency Plan. Hotels should develop their own which is designed to meet their specific needs.

Preparation

Preparations are similar to that for hurricanes and the following items should be on hand before the storm season arrives:

- Battery-operated radio and spare batteries
- Flashlights with spare batteries
- Three-day food supply
- Three-day emergency fuel supply
- Snow and ice removal equipment
- Fully stocked first aid kit

The emergency generator should be operable and the fuel oil tank should be full or near full at all times during the season.

Division of Responsibility

Engineer:

The engineer should check the following to make sure the hotel's buildings are ready for the coming winter:

- Repair all openings in roofs that could permit water or snow seepage.
- Repair or replace any broken doors or windows.
- Be sure that all areas containing wet pipe sprinkler systems are heated.
- Drain condensation from all dry-pipe systems.
- Make certain that any fire extinguishers exposed to freezing temperatures are the "non-freeze" type.
- Drain all cooling towers and condenser water piping that is exposed to the weather.
- Drain condensation from all dry pipe systems and water from all outside sprinkler systems, hose bibs, exposed water coils in HVAC systems, or make certain that coils, hose bibs, etc. are of the non-freeze type.
- Install heat tracers on all water lines that are operable during winter but exposed.

Management:

When a winter storm is imminent, the management on duty should:

- Arrange lodging for full-time, core employees or employees willing to live at the hotel while it is isolated.
- Notify both guests and employees of the storm conditions and allow them to decide if they should attempt to travel or remain at the hotel. Remember: It is usually safer to stay at the hotel than to risk being trapped in the storm.
- When the storm causes damage, notify the regional office, the Loss Prevention Department, and the claims adjustment organization, and submit a Loss and Incident Report containing details of the damage.

Re-Opening After Evacuation Due to Storms

An action and assessment meeting with all key departments should take place prior to re-opening for business. In this meeting strategies, supplies, staffing, safety, communications and available moneys should all be taken into consideration.

Meetings of all key personnel should take place each day following the re-opening process to review, update and prioritize issues or needs.

The Chief Engineer and members of the Security and Safety Committee should conduct a complete inspection of the property to ensure that it is safe to re-open for business. Any area that is deemed unsafe should be blocked off and secured to prevent injury.

Considerations for re-opening should include water pressure, natural gas / fuel oil supply, electricity, guest room conditions, public area safety hazards and structural damage.

Patrols of the property and perimeter should be implemented for fire watch and crime prevention.

All findings should be reported back to the General Manager as soon as possible.

As soon as the storm passes, the hotel should be prepared for guests to arrive, anxiously wanting access to the building. Doors should not be opened until all inspections have been completed and a plan of action has been discussed. It is likely that manual operations will be your only means of control.

Make arrangements to retrieve those guests housed in shelters.

A block of rooms should be set-aside for employees and their families. Many will have worked several shifts and others will have been left homeless. Rooms should also be set -aside for those who will be returning from shelters.

Consideration should be given to those individuals arriving at the Hotel with previous reservations. However it is likely that local residents will require shelter as well as emergency and utility companies.

An employee dispatch area should be set up immediately. All employees should report to the center so that they can be dispatched to departments and areas with priority needs in an effort to get operations back to normal.

It is important not to undertake more than can be handled. Staffing will be difficult. If you will not be providing services as expected, it is important to inform guests on arrival. Guests should be updated throughout their stay on services or lack there of. It is likely that this will have to be accomplished manually through letters or the guest message center.



It cannot be stressed enough how important each individual employee can be in this situation. All efforts should be made through human resources and department heads to communicate with employees to ascertain their personal situation. Assistance in the way of food, shelter, transportation and, in some instances, monetary compensation will be needed to help employees who will in turn be of great assistance to you in returning the hotel to normal operations.

Earthquakes

An earthquake is a natural disaster that can strike without warning and is capable of creating major destructive or disruptive damage to a hotel property. Hotels, especially in the western United States, are constantly susceptible to earthquakes. Increased earthquake activity makes the possibility of a major earthquake an everyday reality.

Scientists are focusing on the search for a means of predicting impending earthquakes but, as yet, a completely accurate prediction of time and place of an earthquake cannot be made.

The actual movement of the ground in an earthquake is seldom the direct cause of injury or death. Most casualties result from falling objects and debris because the shocks can shake, damage, or demolish buildings and other structures. Earthquakes can also cause landslides and generate huge ocean waves (tsunamis sea waves), each of which can cause great damage.

Training and increased preparedness are essential to survival both during and following the earthquake. In every case, the ultimate concern should be for the safety of our guests and employees.

If your hotel is located in an earthquake prone area, an earthquake emergency plan should be developed. The following is a recommended outline for developing a written Earthquake Emergency Plan. Hotels should develop their own which is designed to meet their specific needs.

Before the Earthquake

There are many actions which a hotel in an area where the threat of earthquakes is a real threat should take to reduce the dangers posed to your guests, employees, and the property. The ERT Director should thoroughly inspect the hotel and make certain that:

- All gas-fired equipment is properly bolted down since fire damage can result from broken gas lines.
- Flexible piping connections are installed where practical.
- Large and heavy objects are placed on the floor or lower shelves.
- Shelves are securely fastened to walls.
- Top-heavy objects are braced or anchored.
- Hold occasional earthquake drills to provide the ERT with the knowledge to avoid injury and panic during an earthquake.
- Instruct and appoint members of the ERT in procedures to turn off gas, electricity and water at the service entrance into the building.
- Conduct calm training sessions with employees about earthquakes and other possible disasters. Do not tell frightening stories about disasters.

Additional Considerations

Each employee should complete an employee skills questionnaire. Use this questionnaire to determine which employees have unique skills (i.e. communicating in different languages), which could be used during an earthquake emergency.

Prepare a list of emergency telephone numbers. The list may include emergency contacts, local contractors, departments, utility companies, etc. Prepare a list of the property's public pay telephone numbers (if applicable).

Obtain emergency supplies and determine how they will be distributed in the event of an earthquake. Make sure you have adequate supplies for the number of guests to be served.

- Food and water for guests and employees for at least 3 days.
- Flashlights and batteries for guests (no candles).
- Fully stocked First aid kits.
- Battery-powered radios.
- Blankets and towels.

NOTE: The hotel may be without gas, water, electricity, sewage, and telephone service after an earthquake.

Establish an earthquake locker that should contain at least the following tools: sledgehammers, shovels, crowbars, and additional flashlights and fresh batteries.

Identify and plan auxiliary power supplies for areas critical to the operation of the hotel after an earthquake:

- PBX
- Public address system
- Computers and Holidex reservation system
- Stairways
- Two-way radios
- Kitchen area

Have a radio and television set available at the front office area which can operate on both AC and battery power.

Prepare a diagram of water, gas, and electrical cut-offs.

Consider the purchase of a cellular phone in case hotel communications are disrupted. (Bear in mind that pay phones often work when hotel phone systems are down.)

Determine who will assist guests with disabilities.

Bolt down or provide strong support for all water heaters, gas appliances, high or top shelves, machinery and any other equipment which could fall during a tremor. Ensure that all pictures are fastened securely to the wall.

Have the chief engineer maintain a current set of blueprints and plans of the hotel.

Conduct inspections at least twice a year to ensure that new additions and changes to the hotel building and grounds are identified and secured. Remember to identify potential hazards that would result from falling objects.

Identify several alternate guest relocation sites in case the hotel is severely damaged and should be evacuated.

To assist in evacuating guests from the hotel, employees should be identified and assigned as "emergency floor coordinators." These coordinators should be able to give instructions to the guests for a safe evacuation, such as "use the stairs, not the elevator," and "walk, do not run."

Train employees what to do to protect themselves during an earthquake.

- Get under something sturdy like a desk or table. If such shelter is not available, stand in a doorway.
- Beware of objects that may fall in an earthquake.
- As soon as possible, evacuate the building.

During the Earthquake

If possible, have public announcements made immediately. A sample announcement is as follows:

"Attention, please. We are experiencing an earthquake. Get under a heavy table or object if possible, or drop to the floor and cover your head. Do not run. Remain calm. Please avoid windows and heavy objects suspended from ceilings such as lights, fans, or ornaments."

(Repeat if necessary in multiple languages.)

Following the cessation of the initial shock waves, make the safety of guest and employees your first concern. Be aware that there may be possible aftershocks.

After the Earthquake

ERT members should immediately be stationed throughout the hotel, on guest floors, at elevators, food stores and freezers, fire equipment main switchboard, emergency generator, etc. to protect, calm and reassure guests and employees and to guard vital services.

Important: If employees can contact families as soon as possible after the earthquake, they may then be in a better position to aid the hotel.

Post Earthquake Checklist

- The ERT should check for injuries. No attempt should be made to move seriously injured persons unless they are in immediate danger of further injury.
- Check for fires or fire hazards.
- Check utility lines and appliances for damage. If gas leaks exist, shut off the main gas valve. Shut off electrical power if there is damage to your wiring. Report damage to the appropriate utility companies and follow their instructions. Do not use matches, lighters, or open flame appliances until you are sure no gas leaks exist. Do not operate electrical switches or appliances if gas leaks are suspected as they create sparks that can ignite gas from broken lines.
- Do not touch downed power lines or objects touched by the downed wires.
- Immediately clean up spilled chemicals and other potentially harmful materials; suitable protective gear should be worn.
- If water is off, emergency water may be obtained from water heaters, toilet tanks, the pool, melted ice cubes, F&B supplies and canned vegetables.
- Check to see that sewage lines are intact before permitting continued flushing of toilets.
- Do not eat or drink anything from open containers near shattered glass. Liquids may be strained through a clean handkerchief or cloth if danger of glass contamination exists.
- If power is off, check your freezers and plan meals to use up foods that will spoil quickly.
- Only use outdoor charcoal broilers for emergency cooking in well ventilated areas.
- Do not use your telephone except for emergency calls. Turn on your radio for damage reports and information.
- Check chimney over its entire length for cracks and damage, particularly in hung ceiling areas and at the roof line. Unnoticed damage could lead to a fire. The initial check should be made from a distance. Approach chimneys with caution.
- Check closets and storage shelf areas. Open closet and cupboard doors carefully and watch for objects falling from shelves.
- Keep streets adjacent to the hotel clear for passage of emergency vehicles.
- Be prepared for additional earthquake shocks called "aftershocks". Although most of these are smaller than the main shock, some may be large enough to cause additional damage.
- Respond to requests for help from police, fire fighting, civil defense and relief organizations, but do not go into damaged areas unless your help has been requested. In some areas, you may be arrested for getting in the way of disaster operations. Cooperate fully with public safety officials.
- Hotels offering refuge should halt the sale of alcoholic beverages during an emergency.
- When taking in displaced persons, consider sanitation, feeding, water supply and bedding.

- In no case should guests or displaced persons be allowed in back-of-the-house areas.
- Limit means of ingress and egress to the building, to see that all arrivals and departures are supervised.
- Have department managers account for all employees.
- Assign a person or persons to use the public address system to inform guests and employees of current information about conditions at the hotel. (Note: The same voice has a tendency to calm and reassure guests.)
- If conditions permit, send floor coordinators to all floors and interior stairwells with keys, radios, whistles, and emergency lighting (such as flashlights, fluorescent lanterns or light sticks) to conduct room-to-room searches, make damage checks and assist guests and employees in moving to a safe area.
- Usher guests to a central, secure location.
- Set up shelters for severely injured guests, guests with minor injuries, and those guests who are not injured.
- Render first aid within your ability to do so.
- Have the engineering staff immediately turn off utilities as necessary, and check for damage. Do not reset utilities or elevators without inspection by outside contractors or consultants.
- Call a consulting engineer to check for structural integrity of the building. The Regional Engineer or the Loss Prevention Department can assist in obtaining a qualified individual.
- If possible, reestablish communication with the outside by using the Holidex system, pay phones or cellular phones.
- Report the status of the hotel and its guests to local authorities as soon as possible. Request assistance as needed.
- Establish telephone contacts for employees on duty to use to contact family or friends.

Safe Areas

- Establish a safe area to be set up in a meeting or conference room.
- Staff the room with management personnel.
- Equip the room with a battery-powered television and radio to provide guests with outside information.
- Establish bulletin boards with information about the emergency.
- Message boards should be used to post:
 - Personal messages
 - Meal arrangements for guests
 - Status of utilities
 - Safety conditions
 - Transportation information

Important: Where applicable, messages should be in multiple languages.

If possible, provide non-alcoholic refreshments to guests in this area. Restrain or limit bar and lounge hours to control overindulgence. Strictly limit cash on hand in bars or public areas following the emergency.

Using employees or security personnel, establish door security as soon as possible to control entry of unauthorized persons. Have the Food and Beverage Department implement plans for serving guests:

- Plan a limited menu using available supplies.
- Use perishable items as quickly as possible.
- Use items stored in ice.
- Switch from china to paper and plastic dishes and utensils.
- Serve guests in deli buffet style, if possible.
- Dispose of garbage in heavy, sealed garbage bags and place them outside of the hotel.
- Attempt to reduce dirty china and linens as much as possible.

Injuries

Injuries as the result of an earthquake are commonly caused by:

- Partial building collapse, such as toppling of chimneys, falling brick from wall facings and roof parapets, collapsing walls, falling ceiling plaster, light fixtures and pictures.
- Flying glass from broken windows. (This danger may be greater from windows in high-rise structures.)
- Overturned bookcases, fixtures and other furniture and appliances.
- Fires from broken chimneys, broken gas lines and similar causes. The danger may be aggravated by the lack of water for fire fighting due to broken mains.
- Fallen power lines.

Additional Considerations

During an earthquake all hotel personnel and guests should be urged to remain calm.

If indoors, watch for falling plaster, bricks, light fixtures and other objects. Watch out for high bookcases, china cabinets, shelves, and other furniture, which might slide or topple. Stay away from windows, mirrors and chimneys. If in danger, get under a table, desk or bed; in a corner away from windows; or in a strong doorway. Encourage others to follow your example. Usually it is best not to run outside.

If in a high-rise building, do not dash for exits, since stairways may be broken and jammed with people. Power for elevators may fail.

If in a crowded space, do not rush for a doorway since hundreds may have the same idea. If you should leave the area, choose your exit, carefully.

If outside, avoid high buildings, walls, power poles, and other objects which could fall. Do not run through streets. If possible, move to an open area away from all hazards. If in an automobile, stop in the safest place available, preferably an open area.

Structural Collapse and Explosions

The following is a recommended outline for developing a written plan for responding in the event of a structural collapse or explosion. Hotels should develop their own which is designed to meet their specific needs.

If a structural collapse or an explosion occurs, the management on duty should consider following these actions:

- Prohibit smoking or any open flame in the area.
- Notify the fire department and the utility companies--gas, water, and electrical.
- Evacuate all areas near the damaged section.
- Seal off the area externally and internally to prevent sightseers from entering the damaged area.
- Provide any information needed by public officials during an inspection of the area, such as a list of occupied rooms.
- If the collapse or explosion occurs in an occupied area, call an ambulance service.

Food Contamination

Using our best efforts to follow sound food preparation procedures cannot always guarantee that food will not become contaminated. It is possible that individuals may try to contaminate food supplies or that distributors may furnish a faulty product. In addition, it is possible for products to become spoiled or contaminated after receipt.

Any information regarding threats of food contamination should be forwarded to the Loss Prevention Department and to local police and health officials for action.

Any food supplies purchased should be thoroughly checked for quality upon receipt. Items requiring refrigeration should be immediately placed in the appropriate facility cooler or refrigerator. Temperatures on these units should be checked regularly and recorded.

In the event information is received that food supplies have been contaminated or someone has suffered food poisoning, the following steps should be considered:

- Treat all guests with care and concern.
- Notify senior management and the Risk Management Department of the incident.
- Identify the food that supposedly suffered the contamination or caused the food poisoning.
- Segregate the identified item(s) and refrigerate. Save samples of suspected items.
- Determine when the food was prepared and by whom.
- Check on food preparation, such as the condiments or sauces used.
- Determine when the food was received and stored, and when the food was removed from storage or the refrigerator.
- Check the temperature on the refrigerator and cooler. Retain previous records on these units.
- Contact local health authorities to make tests of any remaining prepared food or supplies.
- Check on cleanliness of food preparation areas.
- Check the water temperature on the dishwasher.

Depending on the type of illness, such as salmonella or botulism, it may be necessary to have employees that handled or prepared food supplies to take physical exams to determine if they may have caused the contamination.

Bomb Threats

Because hotel security cannot be standardized, it is necessary that each hotel prepare a plan concerning bomb threats that will address the situations unique to each property. The attached should be used as a guide only. Planning should be done in coordination with the local authorities when possible. When there has been organized, advance planning to handle bomb threats, the actual threat can be handled without panic. In preparing to cope with a bomb incident, the hotel should consider developing two separate but interdependent plans. Specifically:

PHYSICAL SECURITY PLAN, which provides for the protection of property, personnel, facilities and material against unauthorized entry, trespass, damage, sabotage, or other illegal or criminal acts.

BOMB INCIDENT PLAN, which provides detailed procedures to be considered when a bombing attack is executed or threatened.

Physical Security Plan

The Physical Security Plan should be designed to prevent incidents from occurring. The plan should address the following:

Restrict Parking: If possible, require that employee and visitor vehicles be parked no closer than 300 feet from your building. If restricted parking is not feasible, properly identified employee vehicles should be parked closest to your facility and visitor vehicles parked at a distance.

Heavy shrubs and vines should be kept cut close to the ground to reduce their potential to conceal criminals or explosive devices.

A highly visible security patrol can be a significant deterrent. A security guard is optimally utilized outside the building.

Consider an intrusion alarm system installed and serviced by a reputable company. Post signs that such a system is in place. This would be appropriate for storage rooms, loading dock entrances, facility service areas, etc.

Controls should be established for positively identifying personnel who have authorized access to critical areas and for denying access to unauthorized personnel. Train all employees to be alert and to immediately report people who act in a suspicious manner, as well as objects, items, or parcels that look out of place or suspicious.

Doors or access ways to such areas as boiler rooms, mail rooms, computer areas, switchboards, and elevator control rooms should remain locked when not in use. Key control and accountability must be a priority. Keys should be controlled in accordance with the procedures outlined in the Loss Prevention Manual.

Trash or dumpster areas should remain free of debris. A bomb can be easily concealed in the trash.

Maintain and keep current the following items that will be needed for use in the command center should a bomb threat incident occur:

- A list of likely target areas.
- A building blueprint or floor diagrams.
- An alert roster listing the names and all telephone/pager numbers of those to be notified in the event an incident occurs.
- A plan for establishing a command center, if a threat is received after normal working hours.
- A current list by name of all employees to be used to conduct an evacuation head count at pre-designated assembly points.
- Evacuation Procedure Plans.

Training

Conduct regular training sessions with all members concerning the Physical Security and Bomb Threat Incident Plan. Review Evacuation Procedures. Document the training by recording the date, time, location and names of the individuals attending.

Oral Bomb Threat

Any employee, who becomes aware of a bomb threat through personal contact or by overhearing someone make such a threat, should advise the General Manager quickly, making every effort not to alarm the guests. The police should be called immediately.

If possible, the person issuing the threat should be kept under observation and the person's physical characteristics noted. These include race, sex, age, height, weight and build, color of hair and eyes, a description of clothes and jewelry, and any other identifying features like a beard, scars, or limp.

If this person leaves the hotel before he can be stopped to determine his identity, record the mode of transportation and the direction. This would include a bus number, the car company and number, an automobile description (make and model, license plate number and state), and the number of persons in the car.

Telephonic Bomb Threat

Train all staff members what to do if a bomb threat call is received. It is always desirable that more than one person listens in on the call. To do this, a covert signaling system should be implemented by using a coded signal to a second reception point. In some locations it may be appropriate to install equipment to record bomb threats.

Train all staff members that a calm response to the bomb threat caller could result in obtaining additional information. This is especially true if the caller wishes to avoid injuries or deaths. If told that the building is occupied or cannot be evacuated in time, the bomber may be willing to give more specific information on the bomb's location, components, or method of detonation.

The bomb threat caller is the best source of information about the bomb. When a bomb threat is called in:

- Keep the caller on the line as long as possible. Ask him/her to repeat the message.
- Record every word spoken by the person.
- If the caller does not indicate the location of the bomb or the time of possible detonation, ask him/her for this information.
- Inform the caller that the building is occupied and the detonation of a bomb could result in death or serious injury to many innocent people.
- Pay particular attention to background noises, such as motors running, music playing, and any other noise that may give a clue as to the location of the caller.
- Listen closely to the voice (male, female), voice quality (calm, excited), accents and speech impediments. Immediately after the caller hangs up, report the threat to the person designated by management to receive such information.
- Document the threat and all facts on a bomb threat checklist . A sample is included in the Appendix.
- Report the information immediately to the police department, fire department, ATF, FBI, and other appropriate agencies. The sequence of notification should be established in the bomb incident plan.

- As soon as possible, notify senior management and the Risk Management Department.
- Remain available, as law enforcement personnel will want to interview you.

Written Bomb Threat

When a written threat is received, save all materials, including any envelope or container. Once the message is recognized as a bomb threat, further unnecessary handling should be avoided. Every possible effort must be made to retain evidence such as fingerprints, handwriting or typewriting, paper, and postal marks. These will prove essential in tracing the threat and identifying the writer.

While written messages are usually associated with generalized threats and extortion attempts, a written warning of a specific device may occasionally be received. It should never be ignored.

Suspicious packages or letters

Your Physical Bomb Security plan should provide the following information concerning package/letter bomb detection and what is considered “suspect”. Specifically:

- Most mail bombers set up and deliver the bomb themselves.
- If delivered by carrier, inspect for lumps, bulges, or protrusions, without applying pressure.
- Be suspect of any lopsided or heavy sided package. Also be alert to any package containing what feels like a rigid framework or structure.
- Handwritten addresses or labels from companies are improper. Check to see if the company exists and if they sent a package or letter.
- Excess postage on small packages or letters indicates that the object was not weighed by the Post Office.
- No postage or non-canceled postage is suspect.
- Any foreign writing, addresses, or postage is suspect.
- Handwritten notes such as: “To Be Opened in the Privacy of _____”, “CONFIDENTIAL” - “Your Lucky Day is Here” - “Prize Enclosed”.
- Improper spelling of common names, places, or titles.
- Generic or incorrect titles.
- Leaks, stains, or protruding wires, string, tape, etc.
- Hand delivered or dropped off for a friend packages or letters.
- No return address or nonsensical return address.
- Any letters or packages arriving before or after a phone call from an unknown person asking if the item was received.
- If you receive a suspicious letter or package immediately notify immediate supervisor.

Bomb Threat Incident Plan

The following is a recommended outline for developing a written Bomb Threat Incident Plan.

Designate a “chain of command” and identify by position. These individuals will have the authority to evacuate the hotel. Anticipate that the General Manager will not be available to make critical decisions. The command list should be printed and circulated to concerned parties.

Establish a command center.

- Designate a primary and alternate location.
- Assign personnel and designate decision making authority.
- Establish a method for tracking search teams.

Establish primary and secondary methods of communication, this may include telephones and cellular phones. Two-way radios should be avoided as they could detonate the bomb.

Determine to what extent the available bomb squad will assist and at what point the squad will respond.

Evaluation of Bomb Threat or Warning

The decision to evacuate or not to evacuate may be made during the planning phase. The General Manager may authorize in advance an immediate evacuation in the event of a bomb threat. An evacuation can of course result in guest annoyance if the threat is a hoax. The alternative is for the person in charge to make the decision on the spot at the time of the threat.

Initiating a search after a threat is received and evacuating a building after a suspicious package or device is found is perhaps the most desired approach. This method is not as disruptive as an immediate evacuation and will satisfy the requirement to do something when a threat is received. If a device is found, the evacuation can be accomplished expeditiously while at the same time avoiding the potential danger areas of the bomb.

The authenticity of each threat should be determined in conjunction with the local authorities. Threats should be evaluated and graded based on the information provided.

Threats evaluated "Priority Three" will require a search of the premises without evacuation.

Threats evaluated "Priority Two" will require a search of the premises and evacuation of all public areas.

Threats evaluated "Priority One" will require a search of the premises and total evacuation. The general manager may choose to evacuate the effected areas prior to a search being conducted.

Care should be taken to inspect the evacuation routes of the hotel prior to an evacuation beginning. Terrorists have been known to place devices in the evacuation path to maximize casualties.

Provide an evacuation plan with enough flexibility to avoid a suspected danger area.

Searches

Designate search teams. It is recommended that more than one individual be used to search any area or room, no matter how small. Each team should have a designated leader. Searches can be conducted by supervisory personnel, area occupants or trained explosive search teams.

Using trained staff to search their own areas is the best method for a rapid search. They are familiar with what does or does not belong in a particular area and that will expedite the search.

Designate areas to be searched. Searches should begin in areas having the greatest public access, including the lobby, public rest rooms, loading docks and break areas. Establish techniques to be utilized during the search. The most fundamental method is to:

- **CLEAR** area to be searched. Move guests, visitors and employees out of the area to be searched into a secure location away from windows and doors.
- **SEARCH** cleared area as described below.
- **SECURE** area to prevent any person from entering the searched area.

Suggested Search Procedure: Utilizing two-person search teams, each team should move into their assigned area and stand quietly with their eyes closed and listen for a clockwork device. Frequently, a clockwork mechanism can be quickly detected without use of special equipment. Even if no clockwork mechanism is detected, the team is now aware of the background noise level within the room itself.

The individual in charge of the room searching team should look around the room and determine how the room is to be divided for searching and to what height the first searching sweep should extend. The first searching sweep will cover all items resting on the floor up to the selected height.

The room should be divided into two equal parts. The division should be based on the number and type of objects in the room to be searched and not on the size of the room. An imaginary line is then drawn between two objects in the room; i.e.: the edge of the window on the north wall to the lamp on the south wall.

First Room-Searching Sweep

The first searching height usually covers the items in the room up to hip height. After the room has been divided and a searching height has been selected, both individuals go to one end of the room division line and start from a back-to-back position. This is the starting point, and the same point will be used on each successive searching sweep. Each person now starts searching around the room, working toward the other person and checking all items resting on the floor around the wall area of the room. When the two individuals meet, they will have completed a “wall sweep.” They should then work together and check all items in the middle of the room up to the selected hip height, including the floor under the rugs. This first searching sweep should also include those items that may be mounted on or in the walls, such as air-conditioning ducts, baseboard heaters, and built-in wall cupboards, if these fixtures are below hip height.

Second Room-Searching Sweep

The height of the second room-searching sweep is from the hip to the top of the head. The two persons return to the starting point and repeat the searching technique at the second selected searching height.

Third Room-Searching Sweep

When the second searching sweep is completed, the person in charge again determines the next searching height, usually from the chin or the top of the head up to the ceiling. The third sweep is then conducted. This sweep usually covers high mounted air -conditioning ducts and hanging light fixtures.

Fourth Room-Searching Sweep

If the room has a false or suspended ceiling, the fourth sweep involves investigation of this area.

When the search is completed, conspicuously post a sign in the area which indicates “Search Completed”. Place a piece of colored Scotch tape across the door and door jamb approximately 2 feet above floor level if the use of signs is not practical.

Suspicious Objects

It is important that personnel involved in a search be instructed that their only mission is to search for and report suspicious objects. If a suspicious object is located, no one should disturb, move, jar, or touch the object or anything attached to it. The removal or disarming of a bomb must be left to the professionals in explosive ordinance disposal. When a suspicious object is discovered, the following procedures are recommended:

- Report the location and provide an accurate description of the object. This information should be relayed immediately to the command center, which will notify the police and fire Departments, and the rescue squad. These officers should be met and escorted to the scene.
- Evacuate the building. Determine pre-designated assembly points assigned to all members. Conduct head count at assembly point to ensure all members are accounted for.
- If absolutely necessary, place sandbags or mattresses, never metal shields, around the suspicious object. Do not attempt to cover the object.
- Identify the danger area, and block it off with a clear zone of at least 300 feet, including floors below and above the object.
- Check to see that all doors and windows are open to minimize primary damage from blast and secondary damage from fragmentation.
- Do not permit re-entry into the building until the device has been removed/disarmed, and the building declared safe for re-entry.
- Establish a procedure to report and track progress of the search and a method to lead qualified bomb technicians to a suspicious package.

Evacuation Procedures

These procedural guidelines can be used when the decision is made to evacuate any part of a building for any reason. The personal safety of guests and employees should be a priority.

In a large building that is structurally sound, authorities may not wish to evacuate all floors even if a bomb is found because of the risk of panic. Normally, initial evacuation would include the floor on which the bomb is found and the two floors above and below that floor.

A record of chronological activity should be established.

Before an evacuation is put into effect, personnel should be dispatched to the stairwell entrances on each floor to direct and reassure the guests. Elevators, initially, should not be used, and should be returned to the main floor.

The switchboard rack should be checked to determine if any cards are marked with a colored "flag" to indicate that guests with disabilities are registered at the hotel. When there are guests with disabilities staying in the hotel, employees should be sent to the rooms occupied by these guests to assist them in evacuating the hotel. When the guest is deaf but is accompanied by someone who can hear, the switchboard operator should call the room to inform both guests that someone is coming to assist them.

Many telephone companies provide switchboards capable of simultaneous calling to a group of rooms. If this is available at your hotel, it should be used.

List the rooms not responding to the switchboard's call. Contact room occupants personally for their safety.

If the building is evacuated, controls should be established immediately to prevent unauthorized access to the building. These controls, may of necessity, have to be provided by management. If proper coordination has been effected with the local police and other agencies, they may assist in preventing re-entry into the building until the danger has passed.

Keep personnel a safe distance from the building to protect them against debris and other flying objects in the event of an explosion. If the building is evacuated, upon instruction of the authority having jurisdiction and where possible, evacuation should be along routes recommended by the authorities. At their instructions, all utilities should be cut off at the main switch or valve.

Pre-emergency plans should include a temporary relocation in the event the bomb threat materializes and the building is considered indefensible for a long period of time. For guidance on evacuating guests with disabilities, please refer to the Fire Emergencies Section of this document.

Additional Considerations

- Have a contingency plan available if a bomb should detonate.
- Establish a simple-to-follow procedure for the person receiving the bomb threat.
- Review your physical security plan in conjunction with the development of your bomb incident plan.
- Designate one person to act as the spokesperson when responding to news media inquiries concerning the incident.
- All other individuals should be instructed not to discuss the situation with outsiders, especially the news media. Train all staff to refer inquires to the General Manager or the MOD.

Arson

The act of Arson can have serious implications to fire safety. Life Safety systems are designed based on the hazards they protect. The use of accelerants in arson may overwhelm the fire protection features of a hotel resulting in serious damage and the potential for loss of life. Following the security policies and procedures outlined in the Loss Prevention Manual may make the hotel a more difficult target and have a deterrent effect.

The motives for arson, in addition to fraud, may include revenge, hate, intimidation, or concealment of another crime. Therefore, when investigating a fire, consider whether these possible motives could have been involved.

Preventive Measures

Thoroughly check the background of all new employees. Records show that many individuals previously convicted of arson, even "pyromaniacs", have secured positions in establishments where large groups of people gather.

Maintain good housekeeping to make igniting fires for the potential arsonist more difficult. Remember, the firebug, like the sneak thief, usually works when no one is looking. Thus, it's unwise to present the arsonist with raw material for a bonfire through poor housekeeping.

Illuminate the outside of the property. Few methods will discourage arson as effectively as proper illumination of little used areas. Timing or light sensitive devices are available that will turn lights on and off at a prescribed time if no watchman is on the premises. When watch personnel are employed, they should be instructed to discourage loitering.

Notify local police of any acts of vandalism on the property or the presence of any unauthorized groups. Keep the hotel free of weeds or brush, especially near buildings. A deliberately or even carelessly thrown match may start a fire that could spread to the building. If the roof of the hotel is accessible from adjacent property, discourage prowlers by putting up a fence.

Check outside storage buildings to make certain that the doors and windows are properly locked at night or when not in use.

All security, housekeeping and maintenance personnel should be alert to suspicious looking people. All personnel should be alert to foreign or suspicious objects, items or parcels which do not appear to belong in the area where such items or parcels are observed.

All doors to utility closets, housekeeping rooms, mechanical equipment rooms, storerooms, office areas not in use, function rooms not in use, and F&B areas not in use should be kept locked.

Security and all hotel staff should be alert to unoccupied areas that are left open and should be locked. In the case of function rooms the guest and service doors from the back of the house should also be locked when not in use.

Security, housekeeping and maintenance personnel should be instructed to make periodic checks of all rest rooms, stairwells, areas under stairwells and other areas of the building to assure that unauthorized personnel are not loitering or hiding in the area.

Additional Considerations

If a fire occurs, the General Manager or the ERT Director or their designee should follow the procedures in Fire Safety Section of the Loss Prevention Manual. A fire report form should be completed, paying particular attention to the area where the fire occurred, who discovered the fire and by what means it was extinguished. A sample form is located in the Loss Prevention Manual Appendix.

In many cases it has been found that "firebugs", to win favor with their employers or to place themselves in the spotlight and be recognized as a "hero", have actually started fires, "discovered" them, extinguished them and received some type of recognition.

Report all fires to the Fire Department so the Fire Marshall can assist in the investigation and determination of cause. Too frequently, a fire cause is listed as "unknown" and arson is not ruled out.

Leave all of the evidence intact until representatives of the investigating agency arrive, if arson is suspected. Cooperate fully with the investigating agency.

Civil Disturbances, Pickets & Protests

A civil disturbance is the action by a group of dissenters protesting or demonstrating at or near the hotel.

If a civil disturbance occurs, the General Manager should be notified. The General Manager should determine whether the disturbance is potentially dangerous and whether the disturbance is directed against the hotel, a guest, a group, or other individual. It is the General Manager's responsibility to decide to alert the staff and to keep a chronological record of events.

Potentially Dangerous Disturbances

If the disturbance is evaluated as potentially dangerous, the police should be contacted and a member of management should arrange to meet with police representatives. If necessary, hotel security personnel should secure the outside of the building, including all guest, employee delivery, and parking entrances, and outside elevator landings. Always remember to remain calm and transfer a calm attitude to others by your actions.

The procedures for handling potentially dangerous disturbances can be divided into two phases.

Phase I:

- Employees leaving the building should use one specified exit - under control of security and removed from the demonstrators.
- Secure all perimeter doors, including stairwell doors, to prevent entry into the hotel. These doors should still allow for egress in an emergency.
- Secure all banquet rooms and other space not in use.
- Remove and secure all liquor from street level bars and stores.
- Notify appropriate tenant shops so they may secure their assets.
- Remove any possible obstructions from the lobby area.
- Reduce all banks, lock registers, and place drop box safe deposit keys in the safe.
- Close and secure as many areas as possible on the lower lobby and main level.
- Make available and check all medical first-aid supplies.

Phase II:

- Close public restaurants, lounges and shops.
- Remove lightweight furniture to meeting rooms and lock them.
- If possible, obtain photographs of demonstrators for use later as identification in court.
- Lock all extra front entrance doors.
- Illuminate outside areas.
- Discourage guests from loitering in the lobby.
- Secure kitchen equipment and work area.
- Direct all nonessential employees to upper floors. Where the facility is not a high-rise, nonessential personnel should be directed to another section of the hotel away from the scene of the demonstration.

- Arrange for emergency telephone communication.
- Close and lock all safes.
- If the lobby should be vacated, take elevators to the upper level floors and secure them.

Management should maintain a high regard for the safety and security of guests, employees and the property.

Peaceful Disturbances

Sometimes a disturbance is directed against a guest or group in residence and is not potentially dangerous. Security should proceed to the area of the disturbance, communicating with the General Manager by radio. Security should maintain control over the areas of access to the hotel.

If a group, not considered to be dangerous, is inside the facility, security should isolate the area of the disturbance to deny the demonstrators access to other parts of the facility. The hotel is a private place of business, and management has the right to request that demonstrators leave the property.

Security should ensure that the entrance is controlled to allow only guests to enter during the critical period. Telephone communication with the front desk is also essential to verify guest registration.

Consideration for the safety and security of all guests, employees and property should be foremost in the minds of managers.

Management may choose to tape the demonstrations with a video camera to record acts of destruction or vandalism.

A detailed report of the disturbance should be prepared by security and by each member of management involved.

Strikes

Depending on a hotel's location and labor conditions, consideration should be given to developing a plan for the possibility of a strike. Pre-planning is important to ensure a proper response by management, and to minimize the impact on operations and employee relations.

As part of the hotel's plan, it should be made clear to all members of the management team that retaliation against striking employees is strictly prohibited and could potentially result in litigation. Consideration should be given to having the strike plan reviewed by the hotel's legal council.

Striking employees should be treated with courtesy and diplomacy. Consideration for the safety and security of all guests, employees, and property should be foremost in everyone's mind. At no time should representatives of the hotel attempt to photograph, videotape or attempt to intimidate protestors.

In the event that your hotel becomes the focus of a strike, you should consider taking the following steps to avoid unnecessary complications:

Police

- Meet with a local police official to inform him/her of proposed activity and to:
- Determine what protection/controls police will provide.
- Discuss safety measures you are taking to maximize the well being of guests, employees, and protestors.
- Review operational suggestions provided by police.

Preparation

Hold a staff meeting to review the hotel's response plan and re-emphasize basic safety and security procedures. Management and non-striking employees should:

- Review all applicable Emergency Management Plans.
- Be encouraged to report suspicious activities, people, or unauthorized people found in back-of-the-house areas.
- Be cautioned not to allow anyone without a key into any rooms. Refer guests to the front desk for verification and to obtain a second key.
- Review and re-enforce the importance of cleaning rooms with the doors closed.
- Wear their uniforms and tags at all times.
- Display identification to when coming on property.
- Be aware of their responsibilities and duties in the event of a fire alarm, bomb threat, calls for guest assistance, or a guest injury.
- Be reminded that in the event of a protest/picket, only one management person in your hotel should respond to the news media. Assure the staff that they will be informed who the designated spokesperson will be.
- Be instructed to politely refer media representatives to the designated spokesperson without providing any personal comments.

Security

Maximize security efforts by taking the following actions:

- Restrict access to hotel's commercial areas. This may require securing all exterior doors except those leading to the lobby.
- Keep all unattended storerooms and offices locked.
- Maintain tight control over all keys. If necessary, re-key the electronic locks.
- Check employee identification. (Unless cleared, employees should not be allowed on the premises.)
- Have the staff supplement security measures with periodic patrols of the hotel and grounds.
- Examine packages received at the loading dock or by other departments to ensure they contain the exact order.
- Do not accept unexpected deliveries without examining the contents and getting supervisory approval.
- Do not permit receiving personnel to allow delivery people to enter the hotel if their only identification is the name and company on their delivery papers.
- Have experienced law enforcement officers examine any suspicious packages.
- Consider searching the hotel before and after the event. Search especially sensitive exterior areas near the transformer, satellite dish, pool house, equipment shed, dumpster and out buildings.

Response

If an action is staged at your hotel, you should consider taking the following steps:

Security

- Assign a member of your management staff to oversee the security officers' activities.
- Provide for radio communication between security officers, the PBX operator and the staff member assigned to oversee security.
- Adjust staffing levels as necessary to ensure sufficient coverage. This may require the use of contract security or off duty police.
- Rotate security officers in their duties.
- Make sure employees responsible for security have studied the contents of the Security Officer's Guide or other relevant hotel security training.
- Provide temporary security personnel with a sketch of the property to make them more effective.
- Establish constant patrols both inside and outside the hotel.

Patrols - Interior

- Constantly patrol the hotel to determine that all storage closets and unoccupied offices are locked and that guestroom floors are secure with no rooms left open or keys left indoors.
- Ascertain whether any people acting in a suspicious manner are actual guests. (This should be done in a tactful manner and verified by radio call to the front desk.)

Patrols - Exterior

- Be positioned to observe protestors.
- Do not allow protesters onto the hotel's property.
- Do not cross from the hotel's private property to the public area.
- Do not converse with or aggravate the protestors.

Security officers should not carry weapons except as outlined in the Weapons Policy provisions of the Loss Prevention Manual.

Guest Protection Measures

- Alert staff that recently terminated and striking employees should not be allowed on the premises on the day of the action.
- Park guest and employee vehicles away from the protest site.
- Designate a short-term parking area as close as practical to the registration area for use by guests checking in or departing.
- Designate, if possible, a controlled vehicle entrance onto the premises located away from the protest site. Consider temporary barriers to block other entrances. Post-conspicuous directional signs to controlled entrances.
- Assign, if possible, new guests to rooms removed from the protest site and its potential noise.
- Police officers may be needed to prevent interference by protestors with traffic flow onto and off the hotel premises.
- If a situation develops where the safety of protest ors or passersby is jeopardized, such as crossing an entrance where injury from traffic entering from a heavily traveled street is possible, tactfully bring this matter to the attention of the police and/or the protest leader.
- If there is any change in the protest, a member of the hotel's management should be present to observe the protestors.

Dealing with the Media

- Be sensitive to the fact that protests attract media coverage.
- Your professionalism in dealing with the situation will avoid creating a negative public impression of your business and the company.
- A detailed report of the disturbance should be prepared by security and by each member of management involved.
- Designate one person to deal with the media and make sure your staff knows who that person is.
- Instruct the hotel staff to refer media representatives to the designated spokesperson and remind them not to make comments to the media representatives.

Kidnapping

Kidnapping is taking a person by force and holding them against their will. The basic policy to consider is that any incident of actual or suspected kidnapping of any hotel guest or employee should be reported immediately to the local police and senior management.

If a hotel receives a telephone or written message that a guest or employee has been kidnapped the note should be handled as little as possible and then only by the corner edges. It should be given to the General Manager to be placed carefully in an envelope for safekeeping.

The employee originally receiving the note should record promptly the description of the messenger and facts of the incident.

A telephone message would be received, normally, at the switchboard on the hotel's public telephone number. Usually, the caller is brief and to the point to make certain that there is not enough time to trace the number. The caller may ask for a specific person by name or by title or the caller may speak with the operator. The person receiving the telephone call should remain calm and listen to every word.

Written notes should be taken and special emphasis should be given to any background noise, any accent or special voice feature of the caller and his or her general attitude. The checklist provided for recording bomb threats may be useful in documenting information.

After receiving the message, the person should contact the General Manager or alternate immediately, giving all the information received.

Attempt to contact the individual reported to have been kidnapped to see if he or she is actually missing. If an individual is discovered to be missing, the local authorities should be contacted immediately.

Review the hotel's media policy with all employees. Caution any personnel who know about the kidnapping to discuss it only with the officials investigating the incident. Information of the kidnapping should not be given to anyone over the telephone.

Guests

If a guest is kidnapped, the General Manager should notify the guest's traveling companion(s), the hotel's management company, legal council and the Loss Prevention Department. Security should begin a log of events.

Move anyone sharing the guest's room to another room temporarily. Lock the windows and doors, double lock the entrance to keep room attendant service out. Use extra caution in the room to keep possible evidence, such as fingerprints, undisturbed. If the room was recently cleaned, recover the trash from housekeeping.

Station a guard with family or business associates of the guest pending arrival of law enforcement agents. Ask the family representative or business associate to receive any calls for the guest in the meantime.

Be prepared to provide a private area for law enforcement to use as an office while at the hotel. Law enforcement officials, if required, should handle official notification of family and/or business.

Review the registration card for personal data and identify the guest's car and secure it without entering or touching it.

Obtain records of all deliveries, messages and calls to or from the person's room. Check with bellmen and room attendants, front desk, and restaurant personnel to identify any visitors to the guest. Review security patrol reports for any recent observation of strangers.

Employees

When the person kidnapped is an employee, contact the employee's family, the management company and the Loss Prevention Department. Assemble personal data on file, including a recent photograph of the executive for future use in dealing with the kidnapper.

If calls are to be received from the kidnapper, assign a person to receive the calls for the family and the company. A private room or office should be established where all calls can be taken. Adequate writing material and recording devices should be available.

After their arrival, the law enforcement officers should take responsibility for all activities and they should be given total cooperation.

Extortion

Extortion is a demand for something of value, usually money, through the use of implied or actual force or threats, for example, "We will kidnap (or kill) your wife unless you deliver \$100,000."

The demand is received, normally, by written message or by telephone. Consider using the same procedure, listed above under "kidnapping," for receiving the message or telephone call.

When an extortion demand is received, the person receiving the communication should immediately contact the General Manager or, in his or her absence, the manager on duty.

The manager should make sure that the information is kept confidential and contact the police immediately. This notification should be private and should remain confidential since the extortionist may threaten further harm if anyone is contacted.

Advise the Risk Management Department of the threat received and the contacts already made. Allow law enforcement officials to handle events and give them total cooperation. A chronological record should be maintained as events occur.

Nuclear Emergencies

All states that have nuclear facilities under construction or in operation have established a set of radiological emergency plans for use in those areas near the facility. All state regulatory information is handled by the state health department or the state civil defense (office or emergency services) department operating within the state. Plans for action in the event of a nuclear problem have been prepared by one of these agencies. These plans, and information on their use, can be obtained by contacting the appropriate agency in your state.

The basic plan for actions to be taken by your hotel in a nuclear emergency should conform to the plans established by the state regulatory agency.

Biological/Chemical Emergencies

Advance planning can play a major role in limiting injuries to and damage caused by Chemical & Biological attacks or accidents. Often a hotel can utilize its existing Emergency Response Team (ERT) in planning for and responding to a chemical or biological disaster. The team should be aware of the enormity of the potential disaster if such an incident were to occur. Biological and chemical incidents (BCI) in a community can be caused by an intentional act, accidental event or natural cause. The ERT should evaluate these threats based upon their unique location and exposures.

Intentional Acts

Terrorism is a growing threat in the world today. Scientists, defense experts and government officials have been warning of the potential for a biological or chemical terrorist attack for many years. This is of great concern, as these weapons could be targeted at population centers and result in tremendous casualties. Symptoms of a release could be immediate or take several days depending on the type of agent used. The potential does exist for the initial release of a biological/chemical agent (BCA) to go unnoticed by both the population and the government.

When evaluating a terrorist threat, ERT members should take into account the following:

- ❖ Threats against the government or country the hotel resides in.
- ❖ Threats against the government, country, ethnic origin or religion of groups staying in or meeting at the hotel.
- ❖ Threats against the government, country, ethnic origin or religion of groups residing, meeting or demonstrating near the hotel.

Accidental Events

The accidental release of chemical agents could be the result of a rail accident, tanker truck accident, industrial fire, or an industrial accident at a chemical plant.

When evaluating the threat of accidental release of a chemical agent, the ERT should evaluate the proximity of the hotel to the following exposures:

- ❖ Chemical/industrial facility or tank farm.
- ❖ Commercial rail line.
- ❖ Chemical pipeline.
- ❖ Seaport
- ❖ Highway

Often the local fire, health and civil defense authorities can be of assistance in determining if any threats exist at local industrial or rail facilities.

Natural Causes

Since most biological agents are present in nature, the potential does exist for a biological incident to occur naturally. The threat of a naturally occurring biological agent is largely dependent on the environment. These threats could include Botulism and Hemorrhagic Fever. Local health authorities can assist in determining what, if any, exposures exist in your area.

Biological Agents

Biological agents include both living microorganisms (bacteria, protozoa, rickettsia, viruses, and fungi), and toxins (chemicals), which are produced by microorganisms, plants, or animals. Some of these agents are highly lethal; others serve mainly in an incapacitating role. Speculation has also circulated about the possible terrorist use of new, genetically -engineered agents designed to defeat conventional methods of treatment or to attack specific ethnic groups. In the right environment, they can multiply and self-perpetuate. They can also naturally mutate, potentially frustrating protective measures. Chemical weapons, for all their horrors, become less lethal as they are dispersed and diluted. However, even the tiniest quantities of disease organisms can be lethal. For example, botulinum toxin has been described as 3 million times more potent than the chemical nerve agent sarin. Of the potential biological agents, only plague, smallpox, and viral hemorrhagic fevers are spread readily from person to person via aerosol and require more than standard infection control precautions (gown, mask with eye shield, gloves).

Biological agents have, in the past, been used by various groups and governments. Iraq used biological agents during the Iran-Iraq conflict. In September 1984, in order to influence the outcome of a local election, a cult located in Oregon contaminated salad bars in local restaurants with *Salmonella typhi* (typhoid), resulting in the poisoning of 750 people.

Chemical Agents

The chemical agents used in warfare or terrorist attacks are usually dispersed into the air, either as vapor droplets or as particles, and their effects are felt when they are inhaled or deposited on the skin. Although these chemical agents do not normally persist for long in the air, they incapacitate their human victims in a devastatingly effective manner. Their effects on the environment can persist for very long periods of time. It is difficult for large populations to protect themselves against such risks.

The distinguishing component of a chemical weapon (CW) is the toxic chemical compound or the chemical warfare agent. The toxic properties of the chemical warfare agent cause lethal, injurious or damaging effects in humans, animals or plants. There are four major types of chemical weapons. These include:

- ☛ **Blood agents** that enter the body through respiration and affect the capability of the blood system to carry oxygen, or to transfer the oxygen from the blood to the cells. Examples include: Arsine, cyanogen chloride, and hydrogen chloride.
- ☛ **Choking agents** that cause irritation and inflammation of the respiratory tract and, in extreme cases, the exposed victim suffocates because his lungs become filled with fluid. Examples include: Chlorine, diphosgene, and phosgene.
- ☛ **Nerve agents** that attack the nervous system of the human body and thus prevent the normal functioning of the skeletal muscles as well as several organs. Examples include: Sarin, soman, tabun and VX.

- ☞ **Blister agents** that cause exposed tissue to become inflamed, blister, or be destroyed. They affect the lungs, eyes and skin, in particular. Examples include: Sulfur Mustard agent and lewisite.

Protective Actions

In the event of a biological/chemical incident, it is likely that emergency services, basic utilities, and local transportation will be disrupted. The ERT should develop plans to address these contingencies. In the event of an incident, regardless of the cause, the decision must be made whether to evacuate the hotel or Shelter-In-Place.

Evacuation requires the implementation of the hotel's evacuation plan and is similar to the hotel's fire evacuation plan. It is important that the decisions process, on whether to evacuate or not, is spelled out during the development of the plan. The plan should be practiced and tested to ensure its effectiveness, avoid confusion, and evacuate people from the hotel in a timely fashion.

Shelter-In-Place is used when the environment outside of the hotel is more hostile than the environment within the hotel. It includes additional precautions to prevent the introduction of BC agents into the hotel. Shelter-In-Place can be used when there is little time to react to an incident and it would be more dangerous to be outside.

In addition to the procedures outlined in the ERT section of this guide, the following special precautions should be made in planning for a biological/chemical incident:

- ☞ Immediately upon notification of a biological/chemical incident, the hotel should shut down all ventilation and air handling equipment in common areas.
- ☞ Depending upon their location, guest HVAC units may be quickly shut off at the circuit breaker panels.
- ☞ Emergency services should be contacted and notified. Pay phones often utilize separate lines and may function in the event the main phone system is unavailable.
- ☞ Guests and employees should be informed of the situation via public address system (where available) or by calling guestrooms directly.
- ☞ All windows should be closed and sealed with tape.
- ☞ All doors (including smoke doors) should be closed and latched to compartmentalize the hotel.
- ☞ The pre-determined first aid area should be supplied and staffed. Where possible, this area should include facilities for showering.
- ☞ A decontamination area complete with showering facilities should be identified. Typically a connecting guest room arrangement should be used
- ☞ Emergency reports, including rooming list and staffing reports, should be printed and faxed to regional management.

Public Address System

In the event of an evacuation, guests should be informed of the emergency with the public address system. Hotels that do not have a public address system should call rooms directly. The following announcement is suggested:

“May I have your attention please? The hotel management requests that all guests and visitors evacuate the hotel as a precaution. Please leave the building by the nearest exit. Do not use the elevators. Take your room key with you. Please remain calm.”

In the event of a shelter-in-place emergency, the following announcement is suggested:

“May I have your attention please? This is the hotel Safety Director. A civil defense emergency is taking place state location. Please close all doors and windows and remain calm. Do not evacuate the hotel. Remain in your rooms”

Announcements should be repeated a minimum of three times and should be given in English and the local language. Efforts should be made to update staff and guests when information is obtained.

Decontamination

A decontamination area complete with showering facilities should be identified. Typically, connecting guestrooms or suite arrangements should be used. Individuals who may have been contaminated should enter the “dirty” room. Clothing and any contaminated material should be removed and sealed in three layers of plastic bags. They should then proceed to a shower and wash with soap and hot water or 5% bleach water solution. After showering, individuals should proceed to the “clean” room bypassing contaminated areas and dress in non-contaminated clothing. Decontamination sections (dirty room, showering and clean room) should be separated by multiple layers of overlapping plastic sheeting. All HVAC equipment in these areas should be shut down. In the event that persons are incapable of caring for themselves, First Aid providers should take all reasonable efforts to protect themselves from exposure.

First Aid/CPR

Regardless of the emergency, staff should always use Universal Precautions when providing first aid. This means the first aid providers should assume the victim is contagious and take measures to protect themselves from bloodborne pathogens and chemical agents. In most cases this would require the use of protective gloves, mask, goggles and apron.

Typically, when a victim has been exposed to a chemical attack, an attempt should be made for the person to go through a decontamination procedure. If facilities are not available, all contaminated clothing should be removed and sealed in three layers of plastic bags. Skin should be washed with large amounts of soap and water or a 5% liquid household bleach solution.

- ❖ If eyes have been exposed, they should be rinsed for a minimum of 15 minutes.
- ❖ In the event of inhalation or ingestion, vomiting should not be induced.
- ❖ Biological/chemical agent specific first aid procedures are listed below.

Biological Agents

Anthrax

Several nations are believed to have offensive biological weapons programs. Iraq has acknowledged producing and weaponizing anthrax. Experts believe that the manufacture of a lethal anthrax aerosol is beyond the capacity of individuals or groups without access to advanced biotechnology.

In 1979, an accidental aerosolized release of anthrax in the former Soviet Union resulted in at least 79 cases of anthrax infection and 68 deaths. Estimates of cases and deaths following the theoretical aircraft release of anthrax over an urban population predict millions of deaths.

The Disease

Anthrax is an acute infectious disease caused by the spore-forming bacterium *Bacillus anthracis*. Anthrax most commonly occurs in warm-blooded animals, but can also infect humans. Symptoms of this disease vary depending upon how the disease was contracted, with symptoms usually occurring within seven days. Initial symptoms of inhalation anthrax infection may resemble a common cold. After several days, the symptoms may progress to severe breathing problems and shock. Inhalation anthrax usually results in death in 1-2 days after onset of the acute symptoms.

The intestinal disease form of anthrax may follow the consumption of contaminated meat and is characterized by an acute inflammation of the intestinal tract. Initial signs of nausea, loss of appetite, vomiting, fever are followed by abdominal pain, vomiting of blood, and severe diarrhea. Intestinal anthrax results in death in 25% to 60% of cases.

The Risk

Although anthrax can be found globally, it is more often a risk in countries with less standardized and effective public health programs. Areas currently listed as high risk are South and Central America, Southern and Eastern Europe, Asia, Africa, the Caribbean, and the Middle East. Direct person-to-person spread of anthrax most likely does not occur.

Early diagnosis of inhalation anthrax would be difficult and would require a high index of suspicion. The first evidence of a clandestine release of anthrax as a biological weapon would most likely be patients seeking medical treatment for symptoms of inhalation anthrax.

There is no need to immunize or treat patient contacts (e.g., household contacts, friends, coworkers) of a patient unless they were also exposed to the aerosol at the time of the attack. Serious consideration should be given to cremation of persons who die in order to help prevent further transmission of the disease.

Treatment

Anthrax is diagnosed by isolating *B. anthracis* from the blood, skin lesions, or respiratory secretions, or by measuring specific antibodies in the blood of suspected cases.

Given the rapid course of symptomatic inhalation anthrax, early antibiotic use is essential. A delay, even in hours, may lessen chances for survival. For those treated with antibiotics and survive, the risk of recurrence remains for at least 60 days.

Doctors can prescribe effective antibiotics. Usually penicillin is preferred, but erythromycin, tetracycline, or chloramphenicol can also be used. To be effective, treatment should be initiated early. If left untreated, the disease can be fatal.

The anthrax vaccine for humans licensed for use in the United States is a cell-free filtrate vaccine, which means it uses dead bacteria as opposed to live bacteria. The vaccine is reported to be 93% effective in protecting against cutaneous anthrax. The anthrax vaccine was developed and is manufactured and distributed by the Michigan Biologic Products Institute, Lansing, Michigan. (Anthrax vaccines intended for use in animals should not be used in humans.)

The vaccine should only be administered to healthy men and women from 18 to 65 years of age. Because anthrax is considered to be a potential agent for use in biological warfare, the Department of Defense has engaged in the systematic vaccination of all U.S. military personnel.

Botulism

Botulism toxin is the most potent lethal substance known to man (lethal dose 1ng/kg). Botulism toxin is made by the bacterium *Clostridium botulinum*. Botulinum toxin was developed as an aerosol weapon by several countries. No human data exists on the effects of inhaling botulinum toxin, but it may resemble the food borne syndrome.

If people have intentionally been exposed in a bioterrorist attack, breathing the toxin, or ingesting the toxin via contaminated food or water are the likely routes of exposure that might lead to a serious illness (foodborne botulism).

Spores of *C. botulinum* are found in soil worldwide. Terrorists with the technical capacity to grow cultures of the bacterium and harvest and purify the toxin could use it as a bioterrorism agent. Contaminating food with botulism toxin could cause a devastating event.

The Disease

About 25 cases of foodborne botulism occur each year, usually due to improperly prepared home-canned or damaged canned foods. Outbreaks from commercial products and foods prepared improperly in restaurants have also occurred. Botulism is a muscle paralyzing disease caused by a nerve toxin that is made by a bacterium called *Clostridium botulinum*. The toxin types most commonly associated with human disease are types A, B, and E. There are three main kinds of botulism.

Foodborne Botulism occurs when a person ingests the PRE-FORMED toxin that leads to illness within a few hours to days. Only food borne botulism is a public health emergency because it could indicate that a food is still available to other persons (besides the patient).

Infant botulism is a condition that occurs in a small number of susceptible infants each year. For unknown reasons, the botulism bacteria are able to grow in their intestines. Infant botulism is not a public health emergency because the infants are not consuming food containing the toxin. Rather, they are consuming *C. botulinum* spores (which are everywhere in the environment), but for unknown reasons these few infants are susceptible to gut colonization.

Wound botulism is caused by the growth of living botulism bacteria in a wound, with ongoing secretion of toxin that causes the paralytic illness. In the United States this syndrome is seen almost exclusively in injecting drug users.

Symptoms of botulism include double vision, blurred vision, drooping eyelids, slurred speech, difficulty swallowing, dry mouth, and muscle weakness which always descends the body: first the shoulders, then the upper arms, then the lower arms, then the thighs, calves, etc. Paralysis of breathing muscles can cause a person to stop breathing and die, unless he/she is assisted by a ventilator. For food borne botulism, symptoms begin from six hours up to two weeks after eating toxin-containing food; most commonly the delay is about 12-36 hours. Infants with botulism appear lethargic, feed poorly, are constipated, and have a weak cry and muscle tone.

The Risk

Food borne botulism can occur in all age groups. Botulism is not spread person -to-person. Botulism can result in death due to respiratory failure if appropriate medical care is not available. However, in the past 50 years, the proportion of patients with botulism who die has fallen from approximately 50% to 8% because of the improved medical care available in intensive care units.

Treatment

The CDC maintains the national botulism anti-toxin supply. A physician diagnosing a case of botulism and wishing to treat the patient with anti-toxin must contact the CDC through their state health department. This way, public health officials are alerted immediately about potential cases of botulism. The CDC provides clinical consultation to physicians for botulism cases 24 hours a day, and ships botulism anti-toxin when needed. If symptoms occur, individuals should seek treatment. Botulism can be fatal and should be considered a medical emergency.

The paralysis and respiratory failure that occur with botulism may require a patient to be on a breathing machine (ventilator) for weeks, plus intensive medical and nursing care. The paralysis slowly improves, usually over several weeks. If diagnosed early, food borne and wound botulism can be treated with an anti-toxin from horse serum which blocks the action of the toxin circulating in the blood. This can prevent patients from worsening, but recovery still may take many weeks .

Pneumonic Plague

A weapon designed to aerosolize the plague bacterium could cause a rapidly severe and fatal disease in exposed persons. The *Yersinia pestis*, the causative agent of plague, is found in rodents and their fleas in many areas around the world. It can be grown in large quantities and disseminated by aerosol. The result could be an epidemic of the pneumonic form with the potential for secondary spread of cases.

A bioterrorism attack would be characterized by pneumonic cases occurring simultaneously in persons 1 to 6 days following a common exposure, and in a secondary wave in unprotected case contacts. There are no effective environmental warning systems to detect an aerosol of plague bacilli.

The Disease

Although pneumonic plague is an uncommon form of the disease, large outbreaks of pneumonic plague have occurred. The patient typically experiences fever, prostration and rapidly developing pneumonic plague (shortness of breath, chest pain, and cough), often accompanied by gastrointestinal symptoms (nausea, vomiting, abdominal pain and diarrhea).

The first signs of illness would be expected to be fever, headache, weakness and cough with bloody, sometimes watery sputum. In 2 to 4 days the illness would lead to septic shock and, without early treatment, high mortality. Before antibiotic treatment, nearly 100 percent of cases were reported to be fatal. A pneumonic plague outbreak would initially resemble an outbreak of other severe respiratory illnesses, but would quickly be distinguished by the rapid development of life threatening respiratory failure, sepsis, and shock. Antibiotics need to be given within 24 hours of first symptoms to prevent high mortality.

The Risk

Primary pneumonic plague results from the inhalation of plague bacilli. Person-to-person transmission of pneumonic plague occurs through respiratory droplets, which can only infect those who have direct and close (within 6 feet) exposures to the ill patient.

Yersinia pestis is very sensitive to the action of sunlight and does not survive long outside the host. Research suggests it may survive in the exposed environment for up to one hour. Immediate notification of suspected plague to local or state health departments is essential for rapid investigation and control activities, and for definitive tests through a state reference laboratory or the CDC.

Confirmatory testing for *Yersinia pestis* usually takes from 24 to 48 hours; presumptive identification by fluorescent antibody testing takes less than 2 hours. Few physicians in the United States have ever seen a case of pneumonic plague.

Vaccine against plague does not prevent the development of primary pneumonic plague, and is not presently available in the U.S. The fatality rate of patients when treatment is delayed more than 24 hours after symptom onset is extremely high.

Treatment

Early treatment and prophylaxis with streptomycin or gentamicin antibiotics, or the tetracycline or fluoroquinolone classes of antimicrobials are advised. In a community experiencing a pneumonic plague epidemic, all persons who develop a fever or new cough should promptly begin antibiotic treatment.

Persons having household, hospital, or other close contact with persons with untreated pneumonic plague should receive post exposure antibiotic treatment for 7 days. (Close contact is defined as contact with a patient at less than 2 meters.) The use of disposable surgical masks is recommended to prevent the transmission of pneumonic plague to persons in close contact with cases.

Smallpox

Smallpox was eradicated from the world in 1977. In 1980, the World Health Assembly recommended that all countries cease vaccination and that all laboratories destroy their stocks of variola (smallpox) virus or transfer them to one of two World Health Organization reference labs. All countries reported compliance.

The United States cannot, with complete certainty, verify that the virus is not being held in places other than the two WHO reference laboratories; therefore, the deliberate reintroduction of smallpox is regarded as a possibility. Because this virus is relatively stable (not easily destroyed in the environment) and the infectious dose is small, an aerosol release of variola virus could disseminate widely.

A single suspected case of smallpox would be treated as a health emergency and should be brought to the attention of national officials through local and state health authorities. However, varicella, or chickenpox, which infects millions of children each year in the United States, is the disease most frequently confused with smallpox. (Chickenpox lesions are much more superficial and are almost never found on the palms and soles.)

The Disease

The variola virus, which causes smallpox, belongs to a genus of viruses known as *Orthopoxvirus*; four of which can cause infection of varying degrees in humans. These include variola (smallpox), vaccinia, monkeypox, and cowpox virus.

Smallpox outbreaks involve either variola minor or the more deadly variola major. Case fatality rates range from approximately 1 to 30 percent, with deaths most often occurring during the first or second week of illness.

The incubation period is about 12 days (range: 7 to 17 days) following exposure. Symptoms include high fever, fatigue, and head and back aches, which are followed in 2-3 days by the rash.

Lesions in the mouth and throat that appear early in the illness ulcerate and release large amounts of virus in the saliva. The most visible symptom of smallpox is a rash with lesions most dense on the face, arms and legs. The lesions are round, tense, and deeply embedded in the skin, and appear over a 1- to 2-day period, evolving at the same rate on the body. Lesions become pus-filled and begin to crust early in the second week of the rash. Scabs eventually develop which separate and fall off after about 3-4 weeks.

Two less common types of smallpox disease are Hemorrhagic and flat-type (malignant). Health care providers seldom recognized these cases as smallpox unless an outbreak was in progress.

The Risk

Smallpox is spread, most often, by an ill person releasing virus infected saliva droplets from their mouth into the air that are inhaled by a susceptible person in close contact with the ill person (face-to-face contact). Because virus titers in saliva are highest during the first week of illness, this is when people are the most infectious.

The disease is most often transmitted from the time the ill person first develops the rash throughout the first week of illness. However, the person is still infectious until the rash has resolved (all scabs have fallen off). The virus is also present in the scabs that separate from the skin, but these are much less infectious than saliva.

Routine vaccination against smallpox stopped in 1972 and few persons younger than 27 years of age have been vaccinated. Also, the level of immunity among persons older than 27 in the United States is uncertain. The duration of immunity has not been well measured. It must be assumed that the population at large is susceptible to infection.

Prevention

Vaccine against smallpox is a live virus vaccine, made with a related virus called vaccinia virus. It does not contain smallpox virus. The United States currently has a limited supply of smallpox vaccine (approximately 15 million doses) available for emergency use, if needed. New methods for the production of additional smallpox vaccine in large quantities are being explored. At this time, no preventive vaccination program is planned.

Smallpox vaccine is very effective and can lessen the severity or even prevent illness in people exposed to smallpox if given up to 4 days after exposure. People with smallpox must avoid contact with unvaccinated individuals in order to prevent transmitting the disease to them.

Treatment

At this time, there is no proven treatment for smallpox. Patients with the illness would be given non-specific supportive therapy as needed (intravenous fluids, medicine to control fever or pain, etc.) and antibiotics for any secondary bacterial infections that occur.

No antivirals have yet proven effective for treating smallpox, however research is ongoing. A smallpox outbreak would spread unless checked by vaccination and the monitoring of contacts to smallpox patients and isolation of infectious smallpox patients. All individuals suspected to have contracted smallpox should be placed under health monitoring.

Chemical Agents

VX

VX was originally developed in the United Kingdom in the early 1950s, and was given to the United States for military development. VX is a nerve agent. A nerve agent is a compound that is designed to kill people by binding up a compound known as acetylcholinesterase (the body's off switch); this compound is essential for removing acetylcholine, the body's voluntary muscle and gland "on switch." With reduced or no acetylcholinesterase, the glands and voluntary muscles continue to be stimulated by the acetylcholine; eventually the muscles tire and can no longer sustain breathing functions. VX is considered to be at least 100 times more toxic by entry through the skin, than Sarin (GB) and twice as toxic by inhalation.

Risk

VX is lethal. It can enter the body by inhalation, ingestion, through the eyes, and through the skin. VX is extremely persistent. When dispersed heavily, it can persist for long periods under average weather conditions. In very cold conditions, VX can persist for months. It evaporates at least 1,500 times more slowly than water.

Symptoms

Symptoms may appear in varying order based upon route of exposure (the way it entered the body), but commonly noted symptoms include:

- ❖ Runny nose, watery eyes, drooling and excessive sweating.
- ❖ Tightness of the chest, difficulty in breathing.
- ❖ Dimness of vision (pupils may become pinpointed)
- ❖ Nausea, vomiting, cramps, and loss of bladder/bowel control.
- ❖ Twitching, jerking, staggering, and convulsions.
- ❖ Headache, confusion, drowsiness, and coma.

Decontamination

Skin: Remove contaminated clothing and wash skin with large amounts of soap and water or 5% liquid household bleach. Rinse well with water. VX absorbs slowly through the skin, but is extremely toxic by this route of entry.

- ❖ If you believe that you have gotten VX in your eyes, immediately flush your eyes with water for 10 - 15 minutes. VX absorbs rapidly into the eyes, reportedly at least 100 times faster than Sarin.
- ❖ If you believe that you have eaten or have drunk something with VX on it or in it, do not induce vomiting.

Treatment

If you believe that you have been exposed to VX, you first should remove the agent from the skin and call 911. Ambulance teams and hospitals in many communities are stocking the antidotes.

Soman (GD)

Soman (GD) was originally developed in Germany in 1944 as an insecticide. Soman (GD) is a nerve agent. A nerve agent is a compound that is designed to kill people by binding up a compound known as acetylcholinesterase (the body's off switch); this compound is essential for removing acetylcholine, the body's voluntary muscle and gland "on switch." With reduced or no acetylcholinesterase, the glands and voluntary muscles continue to be stimulated by the acetylcholine; eventually the muscles tire and can no longer sustain breathing functions. Soman is the most poisonous of the "G" agents. Antidotes are not effective even a few minutes after the exposure. The agent binds irreversibly to acetylcholinesterase.

Risk

Soman is lethal. It can enter the body by inhalation, ingestion, through the eyes, and to a lesser extent through the skin. Soman is persistent. When dispersed heavily, it can persist for one to two days under average weather conditions. It is thought to evaporate four times more slowly than water.

Symptoms

Symptoms may appear in varying order based upon route of exposure (the way it entered the body), but commonly noted symptoms include:

- ❖ Runny nose, watery eyes, drooling and excessive sweating.
- ❖ Tightness of the chest, difficulty in breathing.
- ❖ Dimness of vision (pupils may become pinpointed).
- ❖ Nausea, vomiting, cramps, and loss of bladder/bowel control.
- ❖ Twitching, jerking, staggering and convulsions.
- ❖ Headache, confusion, drowsiness and coma.

Decontamination

Skin: Remove contaminated clothing and wash skin with large amounts of soap and water or 5% liquid household bleach. Rinse well with water.

- ❖ If you believe that you have gotten Soman in your eyes, immediately flush your eyes with water for 10 - 15 minutes.
- ❖ If you believe that you have eaten or have drunk something with Soman on it or in it, do not induce vomiting.

Treatment

If you believe that you have been exposed to Soman, you first should remove the agent from the skin and call 911. Ambulance teams and hospitals in many communities are stocking the antidotes.

Mail Threats & Suspicious Substances

Although the likelihood of receiving a bomb or a letter laced with a biological/chemical agent (BCA) is remote, a small number of these packages have been delivered. Typically these letters have been targeted at political or high profile targets, however some may have been sent on the basis of controversial stances that companies have taken. In the wake of these incidents there has been an increase in the number of prank and threatening letters and the misidentification of common materials as suspicious or dangerous substances.

Although the probability of receiving a package bomb or BCA laced letter are remote, the introduction of such a package, even one involving a prank can have significant repercussions on guests, employees and the operation of the hotel. Preplanning for this type of event is necessary to reduce the impact such an event may have on your hotel.

Mail Processing

To minimize the impact a threatening letter can have on your hotel, a review of mail handling procedures should be conducted. In the event that a potential biological or chemical weapon is received, the hotel may be required by the local authorities to quarantine those areas in which the letter passed or was opened. These areas could remain unavailable for a period of days in the event of a prank or weeks in the event of an actual attack. For this reason, each hotel should examine what impact the loss of access to the current mail processing area and adjacent areas would have on hotel operations. Careful consideration should be given to select a mail sorting area that is located in a non-critical portion of the hotel. Preferably an area in which the hotel could continue to operate in the event it is quarantined.

When selecting a location, preference should be given to non-critical areas that can be easily sealed off and that are not attached to a central HVAC system. If the most desirable location is connected to the central HVAC system, return and supply vents should be taped and sealed to help prevent distribution of the biological/chemical agents. The area should be easy to evacuate, isolate and seal off. Desirable locations could include: Storerooms, Shipping Receiving Areas, Annex Buildings or Sheds.

Staff Precautions

To ensure the safety of mail handlers and reduce the impact on operations, staff should receive training in identifying suspicious packages and personal protection.

If you have reason to believe that a biological/chemical threat is likely, staff should wear disposable latex or rubber gloves. Consideration should be given to wearing a disposable particulate respirator with a N100 rating. A supply of "zip lock" type bags should be readily available in the mail sorting room.

Opening Mail

Prior to opening or distribution, mail should be inspected to determine if it is legitimate. Dangerous packages often have telltale indicators they could help identify it as suspicious prior to it being opened. These indicators include:

- ◆ Restrictive endorsements such as “Personal” or “Private”.
- ◆ Directive endorsements such as “Fragile - Handle With Care” or “Rush - Do Not Delay”.
- ◆ Inaccurate name or title.
- ◆ Missing or Fictitious return addresses.
- ◆ Cancellation or Postmark different from return address.
- ◆ Distorted handwriting, homemade labels or cut-and-paste lettering on the address.
- ◆ Protruding wires, aluminum foil, oil stains or peculiar odors.
- ◆ Excessive postage.

Letter & package bombs may feel rigid, appear uneven or lopsided. They may be wrapped in an unprofessional manner with several combinations of tape. They may have irregular shapes, soft spots or bulges. Sloshing sounds may be heard.

If a package is believed suspicious, **DO NOT OPEN IT**. The package should be set aside. An attempt should be made to contact the sender of the package to determine its legitimacy. If the sender can not be contacted:

- ◆ Isolate the mailing and evacuate the immediate area.
- ◆ Do not put it in water or a confined space such as a desk drawer or filing cabinet.
- ◆ Staff should contact security and/or your manager.
- ◆ Don't be concerned with possible embarrassment. It is better to err on the side of caution.
- ◆ If the package can not be identified, the authorities should be contacted.

When opening any letter or package care should be taking to do it in a safe fashion. Mail should be opened in an upright position to avoid spreading potential BCA. It should not be dumped or turned over to empty its contents. Never blow into a letter or package to facilitate removal of the contents.

Mail Threats

In the event a suspicious package or a letter containing an overt threat is opened or discovered on property, the following procedures should be considered:

- ◆ Staff should stay calm. They should not get excited or excite others.
- ◆ Most threats are not genuine. However, treat each incident as if it is real.
- ◆ While wearing gloves, double bag the letter in “zip lock” bags and set it aside.
- ◆ If gloves are not being worn, set the letter aside.
- ◆ Evacuate and seal off the area.
- ◆ Decontaminate gloved hands, by washing them with soap and water.
- ◆ Remove the gloves and mask and place them in a zip-lock bag.
- ◆ Wash hands, face & nose with soap and water.
- ◆ Anyone who had any contact with the letter **MUST** wash their hands with soap and water.
- ◆ Make a list of all persons who touched the letter or envelope. (Be sure the list includes a contact phone number for each person in case follow-up is necessary).
- ◆ Management should notify the police by dialing 911 or using the local number.

Suspicious Powders

To date, the method of delivery for an anthrax attack has come in the form of a mailed envelope with an attached overt threat. Although the potential does exist for the bulk delivery of a BCA, there is no evidence that it has happened. All BCA scares to date involving a “suspicious powder”, not delivered via envelope or package, have been false alarms. These have most often turned out to be spilled talcum powder, baking soda, flour, creamer, etc.

If a suspicious powder is discovered onsite, the General Manager should exercise their best judgment in determining how to proceed. If a threat is included with the powder, it should be taken seriously and BCA threat procedures implemented.

Evacuations as a result of BCA or external threat

If it is determined that the hotel has received a potential BCA, a local evacuation of the affected areas or a hotel-wide evacuation may be ordered. In addition to BCA threats against the hotel, evacuation may be required as the result of external threats. Each hotel should be prepared to evacuate and shut down the hotel on 30 minutes notice. The evacuation should take into consideration the possibility that the hotel may need to be closed for several days.

Regardless of the cause, each hotel should develop a means of initiating an evacuation. This could include utilizing a hotel-wide public address system, utilization of the fire alarm system, or other acceptable means of alerting the affected portion of the hotel. If the public address system is utilized, a prepared statement should be announced. The following announcement is suggested:

“May I have your attention please? The hotel management requests that all guests and visitors evacuate the hotel as a precaution. Please leave the building by the nearest exit. Do not use the elevators. Take your room key with you. Please remain calm.”

Announcements should be repeated a minimum of three times and should be given in English and the local language. Efforts should be made to update staff and guests when further information is obtained. Evacuations not involving fires may allow for the continued operation of the elevators. The guest list should be checked to determine if guests with disabilities are registered at the hotel. When there are guests with disabilities staying in the hotel, employees should be sent to the rooms occupied by these guests to assist them in evacuating the hotel.

Evacuated staff and guests should travel a minimum of 300 feet from the hotel. Evacuations as the result of a BCA or terrorist event may result in the hotel being closed for an extended period of time. As a result, the hotel must be capable of securing the hotel perimeter and locking all doors.

The hotel should develop an emergency evacuation and contingency plan in the event that the local authorities declare a civil defense emergency and require that the hotel be evacuated for an extended period. A sample evacuation checklist is included below.

Sample Evacuation Checklist

- ☞ Alert guests of the evacuation.
- ☞ Assist guest with disabilities.
- ☞ Establish an Emergency Command Post at a relocation point.
- ☞ Departmental staff shut down any equipment.
- ☞ Secure hotel safe.
- ☞ Secure cash banks.
- ☞ Print occupancy report.
- ☞ Print reservation report.
- ☞ Print report for future events and group bookings.
- ☞ Place message for the auto-attendant indicating that the hotel is currently closed and provide information contact number. If possible, forward the phone to an outside line.
- ☞ Secure all liquor, coolers and freezers.
- ☞ Secure pool(s) and fitness center.
- ☞ Shut down all gas-fired equipment and close main gas valve.
- ☞ Elevators are returned to the lobby and secured with their doors open.
- ☞ Close and latch all fire and smoke doors.
- ☞ Lock all external exits/entrances.
- ☞ Close off parking garage.
- ☞ Verify all life safety equipment is functional.
- ☞ Depending on the cause of the event management should consider whether the emergency generator should be allowed to activity or be disabled.

Relocation of Guests/Staff

Provisions should be made for the relocation of guests. This should include creating Mutual Assistance Agreements with a location(s) near the hotel and a location(s) several miles away. For locations near the hotel, an agreement with the hotels where “walk” arrangements are in place might be considered. For these locations, transportation should be considered, including provisions for walking as well as utilization of hotel vans and/or outside vendors, such as taxis or limousines. For locations separated from the hotel by longer distances, establishing agreements with similarly branded hotels on the other side of the city or in an adjacent city might be considered. In these instances, considerations for transportation during a city-wide emergency should be taken into account. Alternate means of transportation might be difficult to locate and agreements may need to be established with a transportation company.

Management personnel should be assigned to monitor the relocation of guests and staff away from the hotel, including the relocation of injured persons. Use the materials in the emergency response kit (guest identification tags and roster) to keep track of each relocated guest. Guests and employees who were present at the hotel at the time the emergency occurred must be accounted for. Pertinent records for employees should be obtained from the hotel's personnel director. Guest records should be obtained from front desk personnel.

Recovery Plan

The hotel should consider developing a detailed recovery plan for each property which includes provisions for re-entering the hotel, re-establishing utilities and normal operating procedures, returning employees to work, and allowing guests to retrieve personal effects.

Reporting

To report a BCI, use the following contact numbers:

- Centers For Disease Control And Prevention (CDC)
(770) 488-7100

- USPHS Office of Emergency Preparedness
(301) 443-1167 or 800-USA-NDMS
(301) 443-5146 (FAX) or 800-USA-KWIK (FAX)

Terrorism - Security Threat Levels

Security Threat Levels

This section applies to North American Hotels.

Terrorism is a worldwide problem that could affect any number of hotels. Terrorist acts can include bombings, bomb threats, arson, kidnapping, taking hostages, rioting, extortion and civil disorders.

As incidents of sabotage, extortion, riot, kidnapping, and insurrection have increased and become more complex, a hotel's need to develop appropriate responses has also increased. The Security Levels outlined below correspond to the Homeland Security Advisory System. The policy includes three security levels. Level III represents normal operating procedures and should be followed when the Homeland Security Advisory System Threat Condition is "ELEVATED," "GUARDED," or "LOW." Level II represents an increased level of security, and Level I represents the highest security level outlined in this plan. The implementation of Security Levels II & I are dependent on an increase in the Threat Condition and local factors as described below.

Hotel Tiers

The Homeland Security Advisory System can set increased threat levels based on geography or threats against specific locations. As a result, a three Tier system has been developed for the hotels. Tier 1 locations may have a higher potential exposure, Tier 2 locations may have a moderate exposure, and Tier 3 locations may have a lower exposure. An outline of the Tier structure is attached at the end of this section.

Security Status Levels

	HOMELAND SECURITY ADVISORY SYSTEM THREAT CONDITIONS		
	ELEVATED, GUARDED, LOW	HIGH	SEVERE
Tier 1 Hotels	Security Level III	Security Level II	Security Level I
Tier 2 Hotels	Security Level III	Security Level II	Security Level II
Tier 3 Hotels	Security Level III	Security Level III	Security Level II

Security levels should be based on the status of the Homeland Security Advisory System and this plan. Local management retains the authority to increase their security level based on local factors at any time. Local factors may include but are not limited to the hotel's location in the proximity of critical infrastructures (i.e. mass transit systems, banking and finance institutes), key assets (i.e. national icons, government facilities, commercial key assets, etc.), and information obtained from the local or federal authorities. Additional information on homeland security may be obtained through the Department of Homeland Security (www.dhs.gov).

Security Level III

Properties should consider everyday security procedures to be the baseline or Security Status Level III.

Security Level II

1. **EMERGENCY MANAGEMENT PLANS**

The Hotel Management Team should review and update the appropriate sections of the hotel's Emergency Management Plan. Key sections should include but are not limited to:

- ❖ FIRE EMERGENCY
- ❖ EVACUATION PROCEDURES
- ❖ BOMB THREATS
- ❖ MEDICAL EMERGENCIES
- ❖ MAIL SCREENING PROCEDURES

Employees should be familiar with their specific duties and responsibilities in response to all emergency situations.

2. **CHRONOLOGICAL RECORD**

Begin a detailed written chronological record of all activities executed in compliance with plan activation. This document should detail what was done, when and by whom. This document should be retained for an after action evaluation and in anticipation of potential litigation.

3. **REMOTE TEMPORARY SITE**

A remote temporary site should be selected to serve as the hotel's headquarters in the event the hotel must be evacuated.

4. **EMERGENCY CONTACTS**

An updated emergency contact list with telephone numbers, page rs, fax numbers, etc. should be circulated to key team members.

5. **LAW ENFORCEMENT LIAISON**

Establish reliable points of contact within the law enforcement and emergency services communities and obtain 24-hour contact numbers.

6. **EMERGENCY COMMUNICATIONS**

Ensure emergency communications systems (wireless phones, pagers, and 2-way radios) are functioning and available.

7. **EMERGENCY SUPPLIES**

Verify emergency supplies (first aid kits, flashlights, glow-sticks, water containers, etc.) are on-hand, fully stocked and in good condition.

8. **OCCUPANCY REPORT**

- ❖ Ensure a copy of Hotel Occupancy Report (by name and room number) is updated every 4 hours.
- ❖ Store an updated copy of the Occupancy Report offsite and update every shift.

9. GUEST IDENTIFICATION

- ❖ All persons staying within a room should be registered.
- ❖ Guests should be required to provide some form of photo bearing identification at check-in. (i.e. driver's license, passport, military ID, state government issued ID card.)

10. EMPLOYEE IDENTIFICATION

- ❖ All employees should be provided with some form of controlled employee identification badge that is to be conspicuously displayed at all times.
- ❖ Staff members are to immediately report to management any unidentified person found on the property. All unidentified persons are to be questioned concerning their reason for being on property and asked to produce some form of photo bearing identification.

11. SECURITY PATROLS & MOD TOURS

- ❖ Increase security and MOD tours as appropriate. Conduct a minimum of 1 tour per hour.
- ❖ Watch for suspicious activities or packages.
- ❖ Check public areas, trash receptacles, shrubbery, planters and any other location where an explosive or dangerous device could be concealed.
- ❖ Verify that all storage, electrical and mechanical room doors are secure.
- ❖ All entrances and corridors should be continuously monitored during any high profile or controversial meeting or event.

12. INSPECT ALL ROOMS

Inspect all occupied and unoccupied rooms (meeting/guest) daily and ensure that they are secure when not occupied or in use.

13. CCTV

- ❖ Verify CCTV cameras are functioning, properly directed and in focus.
- ❖ Inspect cameras for signs of tampering. Ensure cables and cameras are tamper resistant.
- ❖ Review tapes or DVR images to ensure functionality and image quality.
- ❖ Establish remote viewing capabilities where possible.

14. ELEVATOR ACCESS CONTROL

At the hotel's discretion, elevator access to guestroom floors should be continuously controlled by posting a security officer or hotel staff member in such a manner that he or she should be able to limit access to the elevators to only those individuals displaying a room key.

15. ACCESS CONTROL

- ❖ Verify all perimeter doors are self-closing and inspect locking hardware.
- ❖ The loading dock should be secured at all times when unattended.
- ❖ Roof access should be secured if allowed by local fire code. Unsecured doors should be equipped with an audible alarm, which rings at PBX and/or the security office.
- ❖ The employee entrance/exit should be access controlled by technology or personnel. If an exterior entrance cannot be electronically monitored, a security officer should be continuously on duty at the entrance.

16. KEY CONTROL

- ❖ Audit all Master Keys.
- ❖ Re-key all electronic locks that have not been re-keyed within the last six months.
- ❖ Verify backup room keys are current and available.
- ❖ Audit key system user list and remove unauthorized persons.

17. LUGGAGE & PACKAGES

- ❖ Make every effort to identify all unattended packages and luggage. In the event a suspicious package or item of luggage is detected, refer to the EMERGENCY MANAGEMENT PLAN DEVELOPMENT GUIDE for bomb threat information.
- ❖ All luggage and packages should be screened against a current rooming/reservations list. Packages and luggage should not be accepted for persons who are not registered nor have a reservation.
- ❖ Review and execute the MAIL SCREENING PROCEDURES recommendations.

18. VENDOR DELIVERIES

- ❖ Deliveries should be scheduled in advance.
- ❖ Hotel personnel should inspect all vendor and package deliveries.

19. VENDOR IDENTIFICATION

- ❖ Use of contractors should be restricted. If the need for contractors is critical, a hotel issued identification card should be displayed at all times.
- ❖ A vendor log should be maintained which identifies their arrival, departure, reason for visit, person requesting work and location of work to be completed.

20. PARKING

- ❖ Obtain vehicle descriptions and license plate number for all guests.
- ❖ Inspect parking lot(s) regularly. Report suspicious vehicles to the authorities.
- ❖ Verify parking lot lights are functional.

21. UNDERGROUND PARKING

Restrict underground parking to guest vehicles. Prohibit panel vans, moving vans, city vans or similar vehicles from parking underground unless they have been inspected.

22. STAFF AWARENESS

Hotel management should discuss security awareness and reporting of suspicious activity with associates.

23. FIRE PUMPS & GENERATORS

Fire pump and generators should be tested to ensure they are operational. Fuel tanks should be filled.

24. EMERGENCY LIGHTING

- ❖ Emergency lights should be tested to ensure they are functional.
- ❖ Ensure critical areas (fire alarm panel, front desk, etc) are equipped with emergency lights.

25. FIRE ALARM & SPRINKLER SYSTEMS

Fire systems should be inspected to verify they are functional and that the control valves are locked in the open position or are electronically monitored.

26. FIRE EXTINGUISHERS

- ❖ Fire extinguishers should be inspected to verify they are fully charged.
- ❖ Additional extinguishers should be placed in staging areas.

27. HVAC

- ❖ Hotel air intake systems should be secured or monitored.
- ❖ Procedures should be implemented for quickly shutting down the HVAC system in the event of an emergency.

28. HAZARDOUS CHEMICALS

Verify that all hazardous & flammable chemicals are in a secure area.

Security Level I

1. LEVEL II & III COMPLIANCE

Security Level I requires execution of all Level II and III procedures.

2. PARKING

- ❖ Vehicles should not be parked in close proximity to any area of hotel unless they have been inspected.
- ❖ Vehicles should not be parked in underground parking garages unless they have been inspected.
- ❖ All trucks and vans are prohibited from parking anywhere beneath or adjacent to any portion of the hotel.

3. ACCESS CONTROL

- ❖ Restrict entrances to a single guest entrance and separate employee entrance.
- ❖ Lockdown all other perimeter doors preventing entrance by guests or employees.
- ❖ The identity of persons attempting to enter the hotel should be verified against a current rooming/reservations list or meeting list.
- ❖ Walk-in guests should be escorted to the front desk for registration.
- ❖ All persons, luggage and packages entering the hotel should be screened with portable metal detectors

4. LUGGAGE & PACKAGES

Any luggage or packages accepted for storage should be inspected in the presence of the guest or owner. If possible, consider eliminating the checking and storage of luggage.

5. GUEST IDENTIFICATION

- ❖ Make copies of government issued photo bearing identification for all guests at check-in.
- ❖ If possible, provide all registered guests with a unique color-coded wristband that should function to identify them to hotel staff as guests.

6. KEY CONTROL

The electronic lock system should be re-keyed.

7. CCTV

Dedicated staff should be assigned whose sole purpose is to monitor the CCTV system.

8. SECURITY PATROLS & MOD TOURS

Conduct continuous patrols of the property. Ensure a minimum of 2 complete tours of the property per hour.

9. TRASH CONTAINERS

- ❖ Remove all portable trash containers from public areas.
- ❖ Secure the trash dumpster or have it relocated 300ft away from the building.

Hotel Tiers

TIER 1 Hotels

Hotels located in near proximity to the following may be considered Tier 1 locations.

- Gateway Cities
- Ports
- Mass Transit Systems
- National Icons
- Key Government Institutions
- Commercial Key Assets
- Key Public Utilities
- Large International Airports
- Routinely host Dignitaries and Government Officials

TIER 2 Hotels

All hotel brands which meet the following criteria may be considered Tier 2 hotels:

- Hotels which are not in near proximity to key infrastructures outlined under Tier 1 but could be affected by their disruption.
- Suburban areas of Key Gateway Cities
- Urban areas of Large Cities

TIER 3 Hotels

Hotel locations which meet the following criteria may be considered Tier 3 hotels:

- Rural Areas
- Small Towns & Cities
- Suburban areas of Large Cities

APPENDIX

EMERGENCY PROCEDURES CHECKLIST BY DEPARTMENT (SAMPLE)

EMERGENCY CHECKLIST GENERAL MANAGER/MOD

EMERGENCY PHASE

- Call emergency response agencies (fire, police, and medical services).
- Check for injuries of guests and employees.
- Assist arriving emergency personnel.
- Upon advice of authorities, evacuate the hotel and relocate guests.
- Shut down utilities and HVAC.
- Isolate the affected area.
- Account for guests.
- Account for employees.
- Arrange for relocation of guests as necessary.

POST EMERGENCY

- Notify company management of conditions at the hotel.
- Establish an operations center.
- Establish security for the property.
- Replace utilities with temporary sources for lights and electricity.
- Re-establish a communications system (such as two-way radios, cellular phones).
- Establish liaison with public agencies and local officials.
- Recall key employees.
- Secure guest records.
- Secure employee records.
- Furnish the PBX operator with information on what should be told to guests, employees, relatives and media representatives who call.

**EMERGENCY CHECKLIST
FRONT DESK**

EMERGENCY PHASE

- ___ Alert guests and employees of emergency conditions (if emergency is confirmed and emergency agencies request this action).
- ___ Alert officials to locations of guests with special needs/handicaps.
- ___ Advise other hotel departments of directions from the emergency agencies.
- ___ Account for all front desk employees on duty.
- ___ Print a current rooming list.
- ___ Track relocation of guests.

NOTE: The front desk should always be manned by at least one person as long as this can be done safely in order that responses can be given to guest questions.

POST EMERGENCY

- ___ Secure guest records, safe deposit boxes, "E" key and money.
- ___ Provide guest assistance and respond to inquiries where appropriate.
- ___ If necessary, establish a manual record keeping system for keeping track of guest transactions.

EMERGENCY CHECKLIST ENGINEERING

EMERGENCY PHASE

- _____ Respond to alarm zone or emergency area. (If a fire is present, attempt to extinguish it using available equipment. If the fire is out of control, close doors to the area but do not lock them. Always leave yourself a safe way out!)
- _____ Verify the operation of the emergency generator and fire pump when appropriate.
- _____ Report conditions to the front desk or PBX operator.
- _____ Be prepared to shut down utilities and HVAC system.
- _____ Provide "E" keys to emergency agencies.
- _____ Account for all engineering employees on duty.

POST EMERGENCY

- _____ Retrieve all prints and plans of the hotel.
- _____ Cooperate with local authorities.
- _____ Coordinate temporary restoration of services to property and equipment.
- _____ Work with utility companies to restore on-site utility service, if possible.

EMERGENCY CHECKLIST HOUSEKEEPING

EMERGENCY PHASE

Executive Housekeeper:

- ___ Instruct laundry employees to turn off washers, dryers, and pressers.
- ___ If evacuation is ordered, instruct employees to exit via closest door and close all doors as they leave.
- ___ Assist guests where possible.
- ___ Account for all housekeeping employees on duty.

Line Employees:

When an alarm sounds, employees should follow the department's emergency procedures.

- ___ Secure carts in maid's closets or nearest guestrooms.
- ___ Use stairs to evacuate the building.
- ___ Assist guests when possible by pointing out exits.

POST EMERGENCY

- ___ Inventory housekeeping supplies.
- ___ Set up a central distribution area to provide towels, soap, and other amenities to guests (if guests are not evacuated).
- ___ If necessary, contact outside cleaning agencies to assist with cleaning salvageable linens.

**EMERGENCY CHECKLIST
FOOD & BEVERAGE**

EMERGENCY PHASE

- ___ Determine the location and extent of emergency.
- ___ Advise operating managers to be prepared to evacuate departments.
- ___ Shut-off all appliances and equipment.
- ___ If evacuation orders are given, evacuate all patrons, guests, and employees in a quiet and orderly manner.
- ___ Close all doors.
- ___ Secure high value food items.
- ___ Account for all food and beverage employees on duty.

POST EMERGENCY

- ___ Account for cash receipts and secure at the front desk, if possible.
- ___ Recall key employees.
- ___ Contact suppliers to cancel orders, if necessary.
- ___ Contact waste disposal agency to arrange for removal of damaged goods.
- ___ Contact auxiliary food services to arrange freezer storage for undamaged foodstuffs.
- ___ Coordinate with sales office for rescheduling of special functions.
- ___ Instruct banquet department to begin assembling tables and chairs for hotel operations center.

**EMERGENCY CHECKLIST
PBX OPERATOR**

EMERGENCY PHASE

- _____ Notify emergency agencies (fire, police, medical services) of the emergency and give them complete information as to conditions at the hotel. If the emergency is a fire, remain on the line to the fire department (do not break the connection).
- _____ Contact the following: General Manager or hotel's senior executive, engineer on duty, manager on duty, security (emergency response team).
- _____ Maintain a log of all calls relative to the emergency.
- _____ Determine from the M.O.D. or General Manager how to respond to questions of employees, guests, relatives and media representatives who call in.
- _____ Begin calling guest rooms when an evacuation is ordered.
- _____ Relay information from hotel employees or guests on the scene to emergency agencies and the General Manager or senior executive.
- _____ Remain at your position as long as it is safe to do so.
- _____ If ordered to evacuate, turn off lights and equipment and close doors as you leave. Go directly to the closest exit.

POST EMERGENCY

- _____ Assist in setting up the telephone system in the operations center.
- _____ Prepare or secure forms for logging all telephone calls and relaying messages.
- _____ Prepare 24-hour-a-day work schedule and recall operators to work as needed to fill the schedule.
- _____ Request information on how to respond to guest and media inquiries.

**EMERGENCY CHECKLIST
BELL CAPTAIN**

EMERGENCY PHASE

- ___ Return all elevators to the ground floor. Keep a person there to ensure control of the elevators.
- ___ Keep entryways clear of vehicles.
- ___ Close but do not lock all doors in the area.
- ___ Obtain list of guests with special needs/handicaps to assist in evacuation.
- ___ If evacuation is ordered, assist guests in evacuation.
- ___ Assist with control of guests who have been evacuated outside the hotel.

POST EMERGENCY

- ___ Contact transportation company for guest relocation.
- ___ Make all hotel vehicles ready for use in relocation, including filling up with gas.
- ___ Assist with guest relocation.

**EMERGENCY CHECKLIST
SECURITY DEPARTMENT**

EMERGENCY PHASE

_____ Respond to alarm zone or emergency area. (If a fire is present, attempt to extinguish the fire using available equipment. If the fire is out of control, close doors to the area but do not lock them. Always leave yourself a safe way out.)

_____ Remove guests from dangerous areas until relieved by emergency agencies.

_____ Assist in evacuation of the hotel if it is ordered.

_____ Protect guest and hotel property until it is safely secured.

POST EMERGENCY

_____ Obtain the services of outside security firm if required.

_____ Secure the property to prevent vandalism. Coordinate your efforts with state and local law enforcement.

_____ Coordinate security efforts at the operations center and alternate guest housing locations.

_____ Secure and prepare an inventory of the contents of hotel guest safe deposit boxes and transfer the contents to an alternative security facility (to be performed with a member of hotel management).

_____ Provide any assistance as needed.

Bomb Threat Checklist

THE CALL

Exact time of call:

Exact words of caller:

QUESTIONS TO ASK

1. When is the bomb going to explode?
2. Where is the bomb?
3. What does it look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Did you place the bomb?
7. Why?
8. Where are you calling from?
9. What is your address?
10. What is your name?

CALLERS VOICE: CIRCLE THOSE THAT APPLY

Calm	Stutter	Giggling
Disguised	Slow	Accent
Nasal	Sincere	Excited
Crying	Loud	Stressed
Angry	Lisp	Normal
Squeaky	Slurred	Rapid
Broken	Deep	

If voice is familiar, who did it sound like?

Where there any background noises?

Remarks:

Person receiving call:

Telephone number call received at:

Report call immediately to:

**EMERGENCY HOTEL CLOSING
CHECKLIST**

ASSET PROTECTION

	Yes	No	N/A	Protection
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Issue keys only to individuals requiring access.
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Double lock all exterior doors.
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Block all guestroom doors with electronic keycard.
4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	To restrict access, chain and padlock the interior of building doors when appropriate as a secondary means of securing the doors.
5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Fence or otherwise restrict access to the parking lots/garage.
6.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Secure and lock each areas of the hotel to reduce movement through the hotel should someone gain entrance, including Guestrooms, Meeting Rooms & Offices, Mechanical/Storage areas, Fitness Center & Pool, Corridors.
7.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Board or cover all accessible windows to prevent breakage and unauthorized access.
8.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Barricade bottom two floor windows and doors to provide a functional and visual deterrent to looters.
9.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Inspect and clear all roof drains.
10.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Shut off all elevators.
11.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Tag all closed valves and de-energized equipment.
12.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Drain whirlpools and swimming pools to below the skimmers.
13.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Remove cash, liquor, and other usable food items from the hotel.
14.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Remove or secure personnel records, OSHA records, financial records, etc.
15.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Verify all sprinkler control valves are locked in the open position.
16.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Verify the fire alarm system is operational.
17.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If a fire pump is used to supply the sprinkler system, be sure it is operational, left in the "on" position, and has an adequate fuel supply.
18.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If the fire pump is electrically powered, be sure the emergency generator is fueled and in the on position and is wired to supply power to the fire pump.
19.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Turn off water, gas, main breaker, and other major utilities
20.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Turn off gas pilot lights in the kitchen, the laundry, boiler rooms, etc.
21.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Remove trash and unsalvageable food items from the building to reduce rodent problems.
22.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Place refuge in a temporary outdoor dump location if sanitation service is offline as far from hotel as possible.
23.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Contact the police and ask for frequent patrols.
24.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Notify OTA and incoming guests and groups that the hotel is not currently available.
25.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Install a call forwarding system to provide potential guest with opening dates and reservation information.
26.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Explain to employees what impact the closure will have on them.
27.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Coordinate fire department access. Provide a "Knox" box where appropriate.