

INTERNATIONAL LOSS PREVENTION GUIDE TO
CRISIS MANAGEMENT



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CRISIS MANAGEMENT PLAN

INTRODUCTION

- 'You can ensure the safety of your defense if you only hold positions that cannot be attacked'.
Sun Tzu



Objectives

The objective of this Crisis Management Plan (hereafter referred to as the Plan) is to create a coordinated and effective approach to a crisis situation, utilizing maximum resources and trained personnel, allowing the normal business of Marriott International, Inc. to continue with minimal interruption.

The Plan has been created to deal with threats to Marriott Brand* hotels and/or personnel, which may occur in the following crisis situations: kidnapping or hostage taking of a Marriott International Associate or family member as a result of Marriott International employment; hostage taking of a guest while in a Marriott Brand hotel; bombing or serious threat of a bombing of a Marriott Brand hotel; fire involving extensive property damage, multiple serious injuries or death in a Marriott Brand hotel; extortion threat against a Marriott International Associate as a result of employment or against a Marriott Brand hotel; civil disturbance threatening a Marriott Brand hotel or personnel; major natural disasters.

Distribution

The contents of this Plan are to be treated as *extremely sensitive* and are considered confidential & proprietary information to Marriott International, Inc. Distribution is limited to General Managers, Area Vice Presidents, Senior Regional Vice Presidents, the International Crisis Management Team members and others so designated by the President of Marriott Lodging International. The Plan should not be copied.

The Plan was developed by Marriott International for managed international properties. The Plan is also distributed to franchised hotels and the franchisee company because the contents of this manual may help the franchised hotel in developing or improving its Local Crisis Management Plan, even though some of the information in the Plan, such as the directions concerning who to contact within Marriott International, are not applicable to hotels that Marriott International does not manage. Certain elements of this Plan are the minimum standards required of each hotel in Marriott International's international region, whether operated by Marriott International or by its franchisees, no matter what brand. The minimum standards required of each franchised hotel are found in a separate document, "Crisis Management Standards," which is part of the System, Manual, mandatory SOPs, and/or standards under the franchise or lease agreement.

*** For the purposes of this Plan, Marriott Brand also includes all hotels of Renaissance, New World, Courtyard, Ritz-Carlton, Residence Inn, Ramada Hotels and any Marriott Branded future located outside the United States and Canada.**

Review

The Plan shall be reviewed annually and after all crisis situations by the Crisis Management Team. The Plan will be revised and updated after such reviews.

Implementation

The implementation of the Plan shall be decided by the Crisis Management Team leader.



Planning Principles

The Plan is based on the following key principles

1. Timely and accurate threat assessment to assist in a balanced judgement by the Crisis Management Team.
2. Clearly defined roles and responsibilities.
3. Reliable communications and reporting procedures.
4. Preplanned administrative support.
5. Maintenance of the security of operations during an atmosphere of speculation and rumor.



**INTERNATIONAL CRISIS
MANAGEMENT TEAM**

'It often happens that I wake at night and begin to think of a serious problem and decide I must tell the Pope about it. Then I wake up completely and remember that I am the Pope'.

Pope John XXIII



International Crisis Management Team

Foreword

A Crisis Management Team has been formed to provide leadership and a consistent response in dealing with activities related to the aforementioned crisis situations.

Location

The Crisis Management Team will convene at Marriott International Headquarters in Bethesda, Maryland in the designated crisis management room. Where necessary an alternate site will be designated by the Crisis Management Team Leader.

Supplies

Supplies for the Crisis Center will be kept in a storage room convenient to the Crisis Center and accessed by the Logistics Representative.

Function

The Crisis Management Team will manage any incidents affecting personnel or assets (including Marriott Brand equity & reputation) of Marriott International, Inc. that occur outside the United States and Canada including Renaissance, New World, Courtyard, Residence Inn, Ramada and Ritz-Carlton Branded Hotels. The Crisis Management Team will act as the decision-making authority for the management of the incident by the local business unit.

The Crisis Management Team leader or designate will be prepared to brief Marriott International Inc.'s senior executives, including its Executive Committee.

It is anticipated that the critical planning for most crisis situations will occur in the first 48 to 72 hours. If it appears that the crisis will continue for a prolonged period of time, the Crisis Team Leader will decide whether to disband or suspend part or all of the Crisis Management Team.

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Communication

The primary method of communication within the Crisis Management Team will be via Marriott's email software program (currently Lotus cc:mail and Microsoft Outlook). On weekends and after hours, voice mail will also be utilized. Primary communication with field operations will be by telephone with email and fax used for hard copies.

Composition

The Crisis Management Team will consists of Marriott executives with the following responsibilities:

Crisis Team Leader

The Crisis Team Leader will exercise overall control of the crisis situation. The Crisis Team Leader will decide when and if the International Crisis Management Team (ICMT) should be convened. He or she will be responsible for appraising the Executive Committee of Marriott International, Inc. The Crisis Team Leader will have responsibility for the decision to disband the Crisis Management Team after resolution.

PRIMARY	President & Managing Director, Marriott International Lodging
ALTERNATE	Senior Vice President International Operations
2 ND ALTERNATE	International Regional Senior Vice President

Legal Representative

The Legal Representative will ensure that decisions made by the Crisis Management Team are consistent with the laws of the United States. The Legal Representative will examine issues related to monetary payments to extortionists, if indicated. The Legal Representative will ensure that actions taken by the Crisis Management Team are consistent with employees' and stockholders' rights.

PRIMARY	Vice President & Assistant General Counsel
ALTERNATE	Senior or Assistant General Counsel

Financial Representative

The Financial Representative will be responsible for accounting procedures during a crisis. If the crisis involves a managed Marriott Branded facility, the Financial Representative will advise the local Director of Finance.

PRIMARY	Senior Vice President Finance International Lodging
ALTERNATE	Vice President, Business Support Corporate Liaison

Human Resources Representative

The Human Resources Representative will advise the Crisis Management Team on all personnel issues. The Human Resources Representative will ensure that families of

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associates involved are communicated with and their immediate needs met. The Human Resources Representative is responsible for arranging psychological counseling for victims.

PRIMARY Senior Vice President International Human Resources
ALTERNATE Senior Director, Employee & Labor Relations

Crisis Coordinator

The Crisis Coordinator will advise the Crisis Management Team on specific aspects of the crisis. The Crisis Coordinator will develop intelligence to be disseminated to Crisis Team members. The Crisis Coordinator will update the Crisis Management Plan as needed. The Crisis Coordinator will liaise with outside crisis consultants. During prolonged crisis situations the Crisis Coordinator may be dispatched to the local incident scene to ensure a consistent response.

PRIMARY Vice President International Loss Prevention
ALTERNATE Project Manager, International Loss Prevention

Risk Management Representative

The Risk Management Representative will advise the Crisis Management Team on liability and insurance issues in conjunction with the Legal Representative. Included in these responsibilities will be matters concerning the possibility of future claims against the corporation arising out of workers' compensation and general liability.

PRIMARY Vice President Risk Management
ALTERNATE Senior Director of Insurance
CONSULTANT Manager, Crisis Management & Business Continuity

Public Relations Representative

The Public Relations Representative will handle all media relations. The Public Relations Representative will coordinate all information released to the press and arrange for/conduct press briefings. The Public Relations Representative will advise the Executive Committee of Marriott International, Inc., the International Crisis Management Team, local managers and families of victims in making press statements.

PRIMARY Vice President International Public Relations
ALTERNATE Executive Vice President Corporate Communications

Logistics Representative

The Logistics Representative will coordinate supplies and resources during the crisis period. This will include ensuring the Crisis Management Center is fully operational for the duration of the crisis.



- *'Only those means of security are good, are certain, are lasting that depend on yourself and your own vigor'.*
 - *Machiavelli*

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International Crisis Team Members

CRISIS TEAM LEADER	Ed Fuller 25362 Derby Hills Drive Laguna Hills, CA 92653 Work: 301 380-8990 Home: 949 643-2640 Cell: 949 637-3474
CRISIS TEAM LEADER ALTERNATE	Scott Neumayer 219 S Lucia Redondo Beach, CA 90277 Work: 301 380-1803 Home: 310 316-3463 Cell: 202 257-8556
CRISIS TEAM LEADER SECOND ALTERNATE	Chuck Kelley 2537 Poinciana Drive Weston, FL 33327 Work: 954 385-2222 Home: 954 217-0587, 954 349-6449 Fax : 954 385-2242 Cell: 954 648-0549
LEGAL REPRESENTATIVE	Beth Irons 10808 Clermont Ave. Garrett Park, MD 20896 Work: 301 380-6172 Home: 301 942-0994 Cell: 240 461-8923
LEGAL REPRESENTATIVE ALTERNATE	J. Weili Cheng 4751 - 34 th Road, North Arlington, VA 22207 Work: 301-380-1492 Home: 703-237-8531 Fax: 703-237-8151 Cell: 240-461-6558
FINANCIAL REPRESENTATIVE	Victoria Dolan 8504 Parliament Drive, Patomac, MD 20854 Work: 301 380-2149 Home: 301 765-3322 Cell: 301 318-1809
FINANCIAL REPRESENTATIVE ALTERNATE	Cindy Braak 6608 Michaels Way Bethesda, MD 20817 Work: 301 380-1518 Home: 301 469-9409 Cell: 301 919-7527

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HUMAN RESOURCES REPRESENTATIVE	Jim Pilarski 11514 Seneca Woods Court Great Falls, VA 22066 Work: 301 380-7090 Home: 703 404-0775 Cell: 703 626-0549
HUMAN RESOURCES REPRESENTATIVE ALTERNATE	Steve Bittove 733 Briar Hills Lane Bloomfield Hills, MI 48304 Work: 301 380-6779 Home: TBD Cell: 301 380-4805
PUBLIC RELATIONS REPRESENTATIVE	June Farrell 6630 Lybrook Court Bethesda, MD 20817 Work: 301 380-7796 Home: 301 365-0841 Home fax: 301 365-5258
PUBLIC RELATIONS REPRESENTATIVE ALTERNATE	Charlotte Sterling 430 S. Lee St. Alexandria, VA 22314 Work: 301 380-7406 Home: 703 549-9059, 410 957-0539 Cell: 301 538-5271 Pager: 800 587-5773
RISK MANAGEMENT REPRESENTATIVE	Brad Wood 1296 Newkirk Court Vienna, VA 22182 Work: 301 380-3631 Home: 703 757 1945 Cell: 571 213-2355
RISK MANAGEMENT REPRESENTATIVE ALTERNATE	Hector A. Mastrapa 705 Hobbs Drive Silver Spring, MD 20904 Work: 301-380-3746 Home: 301-879-7530 Fax: 301-380-4814 Cell: 301-275-2981
RISK MANAGEMENT CONSULTANT	Penny Turnbull 10166 Elgin Way Bristow, VA 20136 Work: 301 380 5766 Home: 703 392 8971 Cell: 202 421 6477

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<p>CRISIS COORDINATOR</p>	<p>Alan Orlob 1409 Little Kate Road Park City, UT 84060 Work: 301 380-4328 Home: 435 658-0111 Fax: 435 658-6565 Cell: 714 878-6911, +852 9864-8787</p>
<p>CRISIS COORDINATOR ALTERNATE & LOGISTICS REPRESENTATIVE</p>	<p>Jack Suwanlert 2950 Van Ness Street #307 Washington, DC 20008 Work: 301 380-5042 Home: 202 364-4108 Fax: 301 380-8997, Cell: 202 320-6119</p>
<p>LOGISTICS REPRESENTATIVE ALTERNATE</p>	<p>Lori Cohen 12405 Triple Crown Rd. North Potomac, MD 20878 Work: 301 380-7091 Home: 301 926-2403</p>
<p>ADMINISTRATIVE ASSISTANT</p>	<p>Pat Linton 9316 Wire Ave. Silver Spring, MD 20901 Work: 301 380-4902 Home: 301 495-2019 Cell: 301 922-0332</p>
<p>ADMINISTRATIVE ASSISTANT ALTERNATE</p>	<p>Bonnie Workman 2160 Iroquois Lane Falls Church, VA 22043 Work: 301 380-2593 Home: 703 734-0293 Cell: 703 623-5163</p>
<p>RITZ CARLTON REPRESENTATIVE</p>	<p>Kevin A. Kruse 6005 Saddle Bridge Lane Alpharetta, GA 30022 Work: 404 704-1145 Home: 678 366-2231; Cell: 678 662-7234</p>
<p>RITZ CARLTON REPRESENTATIVE ALTERNATE</p>	<p>Michael Stroberger 2274 Arbor Walk Circle Naples FL 34109 Home: 941 598-5668 Cell: 941 248-2536</p>
<p>INTERNATIONAL COMMUNITY RELATIONS</p>	<p>Barbara Brodell 2 Home Farm Cottages, Little Bayham, Lamberhurst, Kent TN3 8BA England Work: +44 (0)207 591 1100 Home: +44 (0)189 289 1262 Voice Mail: 301 380-2657</p>

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INFORMATION RESOURCES REPRESENTATIVE	Hank Weigle 3028 Hazelton Street Falls Church, VA 22044 Work: 301 380-2162 Home: 703 536-5022 Cell : 703 629-9005 Fax: 703 832-8383
INFORMATION RESOURCES REPRESENTATIVE ALTERNATE	Dave Ruby 20548 Grant Court, Sterling, VA 20165 Work: 301 380-6186 Home: 703 430-8555 Fax: 301 380-8649 Cell : 301 529-4286
RAMADA GROUP REPRESENTATIVE	Norman Jenkins 9211 Gladys Farm Way, Gaithersburg, MD 20882 Work: 301 380-2102 Home: 301 368-3248 Cell : 443 207-0026
RAMADA GROUP REPRESENTATIVE ALTERNATE	Carolyn Colton 6753 Surreywood Lane Bethesda, MD 20817 Work: 301 380-7586 Home: 301 469-8455 Cell : 301 802-4465
WORLDWIDE SALES OFFICE REPRESENTATIVE	Fred Miller 7919 Turncrest Dr. Potomac, MD 20854 Work: 301 380-6345 Home: 301 765-0513 Cell : 240 447-5937
WORLDWIDE SALES OFFICE REPRESENTATIVE ALTERNATE	Lorraine Voll Morris 10410 Greenacres Dr. Silver Spring, MD. 20903 Work: 301 380 2256 Home: 301 434 5382 Fax: 301 380 8011
MARRIOTT VACATIONCLUB INTERNATIONAL REPRESENTATIVE	John Albert 8064 Solitaire Court Orlando, Florida 32836 Work: 407 206-6232 Home: 407 370-0546 Cell : 407 353-4414 Fax : 407 206-6043

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<p>MARRIOTT VACATIONCLUB INTERNATIONAL REPRESENTATIVE ALTERNATE</p>	<p>Ray Wood 10341 Cypress Isle Court Orlando, Florida 32836 Work: 407 513-6654 Home: 407 876-1648 Fax : 407 876-3563; Cell : 321 662 6610</p>
<p>DEVELOPMENT OFFICE REPRESENTATIVE</p>	<p>Kevin Kearney Seestrasse 91A 8942 Oberrieden, Switzerland Work: +41 1 723 5101 Home: +41 1 772 1575 Cell : +41 79 686 4225 Fax : +41 1 723 5151</p>
<p>DEVELOPMENT OFFICE REPRESENTATIVE ALTERNATE</p>	<p>Bart Carnahan Zurichstrasse 60 8700 Kusnacht Switzerland Work: +41 1 723 5103 Home: +41 1 910 5353 Cell : +41 79 477 7003 Fax : +41 1 723 5153</p>
<p>A&C REPRESENTATIVE</p>	<p>Glenn Wilson 6721 Newbold Dr. Bethesda, MD 20817 Work: 301 380-7933 Home: 301 469-9072</p>
<p>A&C REPRESENTATIVE ALTERNATE</p>	<p>Marc Gulliver 71 Ashley Way Myersville, MD 21773 Work: 301 380-6432 Home: 301 293-2324</p>
<p>FOOD BORNE ILLNESS REPRESENTATIVE</p>	<p>Don Grim 3202 Plantation Parkway Fairfax, VA 22030 Work: 301 825-0023 Home: 703 909-3464 Cell: 703 909-3464</p>
<p>FOOD BORNE ILLNESS REPRESENTATIVE ALTERNATE</p>	<p>Leslie Philip 7205 Orkney Parkway Bethesda, MD 20817 Work: 301 825-0042 Home: 301 263-9687 Cell: 301 537-3987</p>
<p>INVESTOR RELATIONS REPRESENTATIVE</p>	<p>Laura Paugh 11041 Showshoe Lane Rockville, MD 20852 Work: 301 380-7418 Home: 301 468-6593</p>

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INVESTOR RELATIONS REPRESENTATIVE ALTERNATE	Leeny Oberg 8019 Park Lane Bethesda, MD 20814 Work: 301 380-1825 Home: 301 718-4920
CONSULTANT	Kroll Associates 100 East Street, S.E., Suite 222 Vienna, VA 22180 Office: 703 319-7770 (24 Hrs. Service)
CONSULTANT ALTERNATE	Control Risk Ltd. Office: 703 893-0083
GOVERNMENT	US State Dept Operations Center 202 647-1512



**PROCEDURES DURING A CRISIS
FOR THE CORPORATE CRISIS
MANAGEMENT TEAM**

'We are then what we repeatedly do.
Excellence, then, is not an act, but a habit.
- Aristotle

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CRISIS PROCEDURES

✓	ACTION	RESPONSIBILITY
1.	Crisis Team Leader is notified of crisis	Local Representative
2.	Crisis Management Team is notified and meets	Crisis Coordinator
3.	Crisis Management Center is established and supplied	Logistics Representative
4.	Administrative Assistant opens log	
5.	Consulting Company is notified if indicated. Determine if specific risk assessment is needed.	Crisis Coordinator
6.	If Marriott facility, communication is established with primary and alternative methods. Local Crisis Management Plan is reviewed.	Crisis Coordinator
7.	If terrorist incident, appropriate government agency is notified. <ul style="list-style-type: none"> - US State Department for international crisis. - FBI for domestic terrorism - Other Governments or Departments as necessary 	
8.	Establish communication with State Department analyst and local US Embassy.	Crisis Coordinator
9.	Develop contingency plans.	
10.	All correspondence to be marked 'Confidential – Attorney-Client Privilege'.	
11.	A briefing report shall be prepared for Marriott International's Executive Committee, whenever there have been significant developments.	
12.	Refer to specific chapters: <ul style="list-style-type: none"> - Hostage taking/kidnapping - Bombing or Major Fire - Civil Disturbance 	
13.	Upon resolution of the crisis, members of the Crisis Management Team will meet. This meeting's purpose is to review each members' roles in the incident, including recommendations for managing future incidents.	All



The Crisis Operations Center

The Crisis Operations Center will be located in the Technology Briefing Center on the Lower Level of Marriott International Headquarters. Where necessary an alternate location will be designated by the Crisis Management Leader. During a crisis incident, the Center will contain the following:

- Television Set with cable hookup: used to monitor CNN and local news.
- VCR
- One polycom speaker phone
- Recorder for telephone
- One personal computer with Lotus SmartSuite and Internet software.
- Appropriate maps and building plans.
- Crisis Management Plan (5).
- Facsimile machine access.
- Crisis action log.
- Communications log.
- Flip chart (5) with markers.
- Office supplies.
- Wall clocks (2): one on local time, one on incident time.
- Table, desks and chairs.



THREAT CONDITIONS

'He who exercises no forethought but makes light of his opponents is sure to be captured by them'.

Sun Tzu



Threat Conditions

Introduction

Changes in the international security environment, as well as specific terrorist threats, may necessitate the implementation of extra security precautions in Marriott's international hotels.

Three levels of alert status have been developed to enable the effective management of situations in which specific and non-specific threats to Marriott's hotels are evident. In order of increasing severity, Threat Conditions Blue, Yellow and Red contain detailed precautions and procedures to be followed should an alert status mandate be issued.



Threat Condition Blue

When conditions warrant, it may be necessary to move to a heightened state of alert. This condition is known as “Threat Condition Blue”. This alert status will apply to situations in which international security becomes volatile and unspecified threats to US businesses worldwide have been made. The decision to move to Threat Condition Blue should be made by the Crisis Management Team in consultation with the Senior Vice President of the Region and the General Manager of the Hotel, if appropriate.

PRECAUTIONS DURING THREAT CONDITION BLUE

1. U.S. flag to be removed
2. Review bomb threat, evacuation plan, and fire procedures with staff
3. Security to be discussed in department meetings.
4. Security checklists will be developed and utilized.
5. Increased security patrols in public areas, alert to suspicious persons or packages.
6. Guests will be asked for identification upon check-in. Photo will be compared with guest. Passport number or local identification number will be noted.
7. Security Officer will be present in lobby area 24 hours a day.
8. Any large containers, e.g., metal ashcans, waste receptacles, mail containers, etc. will be removed.
9. Roof access to be restricted.
10. Public restrooms will be inspected hourly.
11. Meeting rooms will be kept locked when not in use.
12. Associates and outside vendors show identification upon entry.
13. Outside vendors display identification at all times.
14. All suspicious packages to be treated as explosives.
15. Any abandoned vehicles to be towed away.
16. Access to engineering areas, including HVAC, electrical, boiler and pump rooms to be restricted.
17. Protect and secure access to all domestic water systems

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18. Keep all mechanical and electrical rooms locked
 19. Keep all roof access locked
 20. Lock all AHU mechanical rooms
 21. Secure access to all fuel supply tanks
 22. Do not allow fuel truck close to the hotel until inspected
 23. Test all emergency/life safety systems
 24. Review all property emergency plans/actions for any other items that may be the responsibility of Engineering
 25. Test cooling tower water for proper chemicals twice a day and keep access locked
 26. Test spas, pools and water features twice a day
 27. Protect fresh air supply intakes/PAUs. If the supply louvers are accessible to the public, they need to be secured
 28. All service contractors should go through security and show photo Ids
 29. Security should contact the DOE for verification before the contractor enters the building
 30. For those hotels with facilities managed by others, you should work together with the responsible management company to ensure all other security steps are followed
- Communication will be maintained with local police agencies and U.S. Embassy.***



Threat Condition Yellow

When conditions warrant, it may be necessary to move to a higher state of alert. This condition is known as “Threat Condition Yellow”. Examples of situations that would cause a hotel to go to this higher condition would be cases of specific terrorist activities around the location, terrorist threats against the company, political or highly controversial figures staying in the hotel during a time of regional terrorism, and other cases requiring caution dictated by the local conditions. The decision to move to Threat Condition Yellow should be made by the Crisis Management Team in consultation with the Senior Vice President of the Region and the General Manager of the hotel, if appropriate.

PRECAUTIONS DURING THREAT CONDITION YELLOW

1. All precautions noted in Threat Condition Blue
2. No storage of luggage
3. All packages arriving in hotel will be inspected in presence of guest
4. Entrance doors to the hotel will be restricted. Guards will check all guests entering the hotel.
5. All vehicles entering parking lots to be registered
6. Vehicles parked overnight will be inventoried
7. Barricades or ropes to be erected around building to restrict parking close to the building
8. At shift change, department heads will supervise a search of their work area to determine if there are any suspicious packages, boxes, etc., in their area that can not be accounted for.
9. Security and management should be mindful of individuals taking photographs in the hotels. Although we are not discouraging this practice, it should be noted.
10. Hotels should be constantly backing up their lists of associates and guests who are in the hotel. A copy of this list should be printed out daily and kept off property. Should an evacuation take place, an updated listing should be taken out of the hotel.



Threat Condition Red

As the threat level increases, additional security measures become necessary to protect the personnel and assets in a hotel. This increase to Threat Condition Red would occur in cases of serious specific threats directed towards the hotel or persons or to US interests in a particular region, especially when the threat originates from a known terrorist faction. The determination to move to Threat Condition Red will be made by the Crisis Management Team in consultation with the Senior Vice President of the Region and the General Manager of the hotel, if applicable.

PRECAUTIONS DURING THREAT CONDITION RED

1. All precautions noted in Threat Conditions Blue and Yellow
2. Metal detectors will be used to screen all persons entering the hotel
3. Guest's luggage will be inspected. This can be accomplished in the guest's room or a room so designated off of the main lobby
4. Vehicles will be inspected prior to entry in parking lots
5. Identification will be required and recorded for all vehicles entering parking lots
6. No vehicles will be left unattended within 20 meters of the building



Travel Restrictions

Travel to countries that are designated under “Threat condition Red” or other countries where we have information to suggest that there could be significant danger to our travelers would be restricted to only “essential travel”. This means no Marriott International meetings or regional team visits. Travel to other countries where there may be some risk would be designated as a “Travel Advisory Country, where associates could go.



Communications

Media Inquiries: Hotels in general should discourage any media comments if at all possible. Even commenting that the hotel is “taking additional security precautions in view of the threats made” raises the profile of the hotel and the company. However, if pressed to make a comment, the following wording is recommended:

“Our hotel is taking reasonable and appropriate security measures to protect the safety of our guests and associates. As a matter of policy, we do not discuss security procedures.”



**DEVELOPING THE LOCAL CRISIS
MANAGEMENT PLAN**

'The good general cultivates his resources'.
- Sun Tzu



Introduction

Every year crises resulting from natural disasters take their toll on business and industry – in lives and dollars. But something can be done. We can limit injuries and damages and return more quickly to normal operations if we plan ahead.

This guide provides step-by-step advice on how to create and maintain a comprehensive crisis management program in cases of natural disasters. Hotels of all shapes and sizes can use the guide: its advice is broadly applicable.

The Local Crisis Management Plan will vary depending on the country, the specific location, and the personnel involved. Your Plan should be carefully evaluated based on local conditions. Use the following guidelines to formulate your Plan as well as the Evacuation Plan. Be prepared to refine, tailor, and coordinate the Local Crisis Management Plan to ensure it is functional.

Once the Local Crisis Management Plan is completed, please forward **one** copy with local maps to the Crisis Management Coordinator. Also, for easy reference, insert original Plan into book under the designated tab.

If your hotel already has a Plan, use this guide as a resource to assess and update your Plan.



I. The Planning Process

STEP 1—ESTABLISH A PLANNING TEAM.

It is necessary to appoint an individual or group to develop the crisis plan. The following provides guidance for making the appointment.

The size of the planning team will depend on the hotel's operations, requirements and resources. Involving a group of associates encourages broad participation and enhances the visibility and stature of the planning process.

Issue a Mission Statement. Have the general manager issue the mission statement to demonstrate the hotel's commitment to the Plan.

Establish a schedule and a budget. Establish a work schedule and planning deadlines. Timelines can be modified as priorities become more clearly defined.

Consider the following recommendations for roles:

GENERAL MANAGER:

- Review and approve the Local Crisis Management Plan
- Forward the Plan to Corporate Crisis Team Coordinator for review
- Coordinate the Plan with the regional security officer at the U.S. Embassy
- Review the Plan on an annual basis to ensure that it is current
- Practice the Plan and evaluate the Team responses
- Implement the Plan when necessary

DIRECTOR OF OPERATIONS (or as designated by GM):

- Prepares the Local Crisis Management Plan
- Coordinates activities within the Crisis Management Center

HUMAN RESOURCES DIRECTOR:

- Ensure that U.S. Embassy or other embassies responsible for separate groups of expatriate associates are provided a listing of respective associates
- Make available personnel and medical records
- Responsible for associate communications during crisis period
- Responsible for assistance for affected associates during crisis

DIRECTOR OF MARKETING:

- Develops and maintains media relations
- Screens press releases

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DIRECTOR OF FINANCE/CONTROLLER:

Establish bank sources for funds in country
Determine how funds can be provided on short notice

DIRECTOR OF ENGINEERING:

Ensures essential utilities are adequate and protected

DIRECTOR OF SECURITY:

Develop and maintain liaison with local law enforcement
Gather information on subversive groups and activities on an ongoing basis
Inform General Manager and International Crisis Team Coordinator of new developments or shifts, especially anti-American sentiment
Develop security procedures and warnings for associates
Develop plans to secure hotel assets

OWNER REPRESENTATIVE:

Serves as liaison between hotel and owner
Advises hotel on assistance available from owner

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STEP 2 – ANALYZE CAPABILITIES AND HAZARDS.

This step entails gathering information about current capabilities.

Review internal plans and policies such as fire protection guidelines; health programs; security procedures; insurance programs; employee manuals; hazardous materials plan; crisis management plan; and evacuation plan.

Meet with outside groups including government agencies, community organizations and utilities (Community Emergency Management Office; Fire Department; Police Department; Emergency Medical Services Organizations; Red Cross; weather service; neighboring hotels; Public Works; Planning Commission; telephone companies; electric utilities). Ask about potential problems and about plans and available resources for responding to them.

Liaise with a local American or friendly company. They may be able to provide assistance, supplies or support during a crisis. Further, they may be able to assist in communications from the local country to the United States.

Contact the local U.S. Embassy or Consulate. Every U.S. Embassy is required to have an Emergency Action Committee. The Regional Security Officer at the Embassy or Consulate can assist you in developing your Plan.

Identify codes and regulations including environmental regulations; Fire Codes; Seismic Safety Codes; Transportation Regulations; Zoning Regulations; Corporate Policies.

Identify critical products, services and operations. You'll need this information to assess the impact of potential emergencies and to determine the need for backup systems. Areas to review include products and services provided by suppliers especially sole sources vendors; lifeline services such as electrical power, water, sewer, gas, telecommunications and transportation; operations, equipment and personnel vital to the continued functioning of the hotel.

Identify internal resources and capabilities including personnel; equipment (communications equipment, first aid supplies, warning systems, emergency power equipment); hotel resources (emergency operating center, media briefing area, shelter, first aid stations, sanitation facilities); organizational capabilities (training, evacuation plan, employee support); backup systems (arrangements with other Marriott Brand Hotels).

Do an insurance review.

Identify external resources as in some cases formal agreements may be necessary to define the hotel's relationship with the Local Emergency Management Office; Local Fire Department; Emergency Medical Services; Hospitals; Community Service Organizations; Utilities; Contractors; Suppliers of Emergency Equipment and Insurance Carriers.

STEP 3 – DEVELOP THE PLAN

The Plan should include the following basic components.

Executive Summary. Giving a brief overview of: the purpose of the Plan; the hotel's emergency management policy; the responsibilities of key personnel and where response operations will be managed.

Core Management Elements. Describing the hotel's approach to: direction and control; communications; life safety; property protection; community outreach; recovery and restoration: administration and logistics.

Emergency Response Procedures. These procedures will spell out how the hotel will respond to emergencies. Determine what actions would be necessary to:

- Assess the situation.
- Protect associates, guests, equipment, vital records, and other assets, particularly during the first few days.
- Get the hotel back up and running.

Emergency Documentation. Documents that could be needed include:

- Emergency call lists – a list, wallet size if possible, of all persons on and off site who would be involved in responding to the emergency, their responsibilities and their 24 hour telephone numbers:
 - ◆ Local Crisis Management Team with 24 hour phone numbers
 - ◆ Corporate Crisis Management Team with home phone numbers
 - ◆ U.S Embassy and local government phone numbers.
- A hotel map that indicates the location of key utility control points (valves/shut off points etc.), floor plans including exits and escape routes and other vital information.
- Resource lists – lists of major resources (equipment, supplies, and services) that could be needed in an emergency and mutual aid agreements with other hotels and government agencies.

The Development Process:

1. Identify challenges and prioritize activities;
2. Draft the Plan;
3. Establish a training schedule;
4. Coordinate with outside organizations and agencies;
5. Maintain contact with Marriott International Corporate or Regional Offices;
6. Review and revise the Plan;
7. Seek final approval from the GM and the Executive Committee;
8. Distribute the Plan.

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STEP 4 – IMPLEMENT THE PLAN

Implementation means more than simply exercising the Plan during an emergency. It means acting on recommendations, integrating the Plan into the hotel's operations, training employees and evaluating the Plan. Look for opportunities to build awareness; educate and train personnel; test procedures and involve all levels of management, all departments and wider community in the planning process.

Conduct training, drills and exercises. Consider the training and information needs for associates and managers with an emergency response role identified in the Plan.

Training activities. These can take many forms including:
Training and education sessions;
Tabletop exercises;
Walk-through drills;
Functional drills;
Evacuation drills;
Full-scale exercises.

Evaluate and modify the Plan following an annual audit exercise.



II. CRISIS MANAGEMENT CONSIDERATIONS

This section describes the core operational considerations of crisis management.

1. DIRECTION AND CONTROL.

Local Crisis Management Team. The Local Crisis Management Team controls all incident related activities. The Team is responsible for the allocation of resources and will interface with the community, the media, outside response organizations and regulatory agencies. While the GM should head the team, an Incident Commander is required to oversee the technical aspects of the response. The Incident Commander must have the capability and authority to:

1. Assume command.
2. Assess the situation.
3. Implement the Crisis Management Plan.
4. Determine response strategies.
5. Activate resources.
6. Order an evacuation.
7. Oversee all incident response activities.
8. Declare that the incident is “over”

Develop alternate members to the Local Crisis Management Team from indigenous hotel managers. In the event expatriates are evacuated, these managers would continue to handle the crisis.

Crisis Management Center.

The Crisis Management Center (CMC) serves as a centralized management center for crisis operations. Here, decisions are made by the Local Crisis Management Team based on information they receive from the Incident Commander and other personnel. Regardless of the size of the hotel, every hotel should designate an area where decision-makers can gather during an emergency. An alternate off-property CMC should be designated in the event that the primary location is not usable. Ideally, the CMC is a dedicated area equipped with communications equipment, reference materials, activity logs and all the tools necessary to respond quickly and appropriately to a crisis. Support personnel should be identified in advance. Remember to notify the Regional Senior Vice President and Vice-President International Loss Prevention of the location and telephone number of the CMC.

CMC Resources:

1. Communications equipment and communications log.

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2. An action log.
3. Copies of the Crisis Management Plan(s).
4. Hotel floor plans.
5. Maps.
6. Status board.
7. A list of CMC personnel and descriptions of their duties.
8. Technical information and data for advising responders.
9. Building security systems information.
10. Information and data management capabilities.
11. Telephone directories.
12. Backup power, communications and lighting.
13. Emergency supplies.

Coordination of Outside Response.

In some cases, laws, codes, prior agreements or the very nature of the emergency require the Incident Commander to turn operations over to an outside response organization. When this happens, the protocols established between the hotel and the outside response organization are implemented. The hotel's Incident Commander provides the Community's Incident Commander a complete report on the situation.

2. COMMUNICATIONS.

Communications are needed to report emergencies, to warn personnel of the danger, keep families and off-duty employees informed about what's happening at the hotel to coordinate response actions and to keep in contact with customers and suppliers.

1. Plan for all possible contingencies from temporary or short-term disruption to total communications failure.
2. Consider the everyday functions performed by your hotel and the communications, both voice and data used to support them.
3. Consider the business impact if your communications were inoperable. How would this impact upon your crisis operations?
4. Prioritize all hotel communications. Determine which should be restored first in an emergency.
5. Establish procedures for restoring communications systems.
6. Talk to your communications vendors about their emergency response capabilities. Establish procedures for restoring services.
7. Determine needs for backup communications for each hotel function.

Crisis Communications. Consider the functions your facility might need to perform in an emergency and the communications system needed to support them.

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Family Communications. In an emergency, hotel personnel will need to know whether their families are safe. Make plans for communicating with employees' families in an emergency. Also, encourage employees to:

1. Consider how hotel staff would communicate with their families in case they are separated from one another or injured in an emergency.
2. Arrange for an out-of-town contact for all family members to call.
3. Designate a place to meet family members in case they cannot get home.

3. LIFE SAFETY

Protecting the health and safety of everyone in the hotel is the first priority before, during, and after an emergency.

Evacuation Planning.

1. Determine the conditions under which an evacuation would be necessary
2. Establish a clear chain of command. Identify personnel with the authority to order an evacuation. Designate "Evacuation Wardens" to assist others in an evacuation and account for all guests and associates.
3. Establish specific evacuation procedures. Establish a system for accounting for hotel guests and associates. Consider guests' and associates' transportation to the shelter if the hotel needs to be evacuated.
4. Establish procedures for assisting guests with disabilities and those who do not speak the local language.
5. Post evacuation procedures.
6. Designate key managers and associates to continue critical operations while an evacuation is underway.

Evacuation Routes and Exits.

Obtaining an accurate account of personnel after a hotel evacuation requires planning and practice. Designate assembly areas where hotel guests and associates should gather after evacuating the hotel. Take a head count after the evacuation. Use the rooming list for guests and ask Human Resources for a printout of associates. Establish a method for accounting for non-employees such as suppliers.

Shelter.

In the event of an emergency, the best means of protection is to evacuate to a shelter or stay in a safe area of the hotel (for example the ballroom). In some countries, the local authorities will require the hotel to evacuate all the guests to a predetermined shelter.

Supply maps to International Crisis Management Team. Maps should include local area, city and region. Transportation facilities should be identified.

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4. PROCEDURES DURING A CRISIS

- Convene the Local Crisis Management Team
- Begin logging communications and actions.
- Verify the threat
- Assess the crisis including possible outcomes
- Determine options and goals in responding to the crisis
- Notify owning company if appropriate
- Delegate duties not in the Plan to be performed by Local Crisis Management Team members
- Advise the Regional Security Officer at the US Embassy
- Notify local government officials and law enforcement agency
- Prepare and send initial situation report. This should include the following:
 - Nature and circumstances of incident with time, date and location
 - Any injuries/damage sustained
 - Location and identity of victims
 - If hostage taking/kidnapping incident
 - Identity and number of terrorists involved, weapons used or any other descriptive data
 - Terrorist demands or claims
 - Local assessment, including effect on hotel operations
 - Initial actions taken by local government
 - Precautionary measures taken by hotel to protect other associates and assets.
 - Name and telephone number of U.S and other embassy officers monitoring the incident.
- Statement on any media involvement
- Anticipated actions on part of hotel
- Schedule further Local Crisis Management Team meetings to handle or monitor crisis as deemed necessary.
- Determine local government's laws regarding negotiating and paying ransom to terrorists, if indicated.
- Determine local government's capabilities in handling crisis situation.

5. PROPERTY PROTECTION

Protecting hotels, equipment and vital records is essential to restoring operations after an emergency.

Planning Considerations. Establish procedures for floods; fires; hazardous material spills; closing/barricading doors and windows; covering, securing and shutting down equipment; major structural damage and identifying sources of back-up equipment.

Records Preservation. Preserving vital records is essential to a quick restoration of hotel operations. Vital records may include financial and insurance information; hotel plans and drawings; product lists and specifications; hotel

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guests' information; associate information/ personnel files; reservation information. Establish procedures for protecting and accessing vital records.

6. COMMUNITY OUTREACH

Your hotel's relationship with the community will influence your ability to protect guests, associates and property and return to normal operations.

Involving the Community. Maintain a dialogue with community leaders, first responders, government agencies, community organization and utilities. Have regular meetings with community emergency personnel to review emergency plans and procedures. Meet with hotel neighbors to determine how you could assist each other in an emergency.

Mutual Aid Agreements. To avoid confusion and conflict in an emergency, establish mutual aid agreements with local response agencies and businesses.

Community Services. In community-wide emergencies, business and industry are often needed to assist the community. While there is no way to predict what demands will be placed on the hotel resources, give some thought to how the community's needs might influence your hotel's responsibilities in the emergency.

7. RECOVERY AND RESTORATION

Business recovery and restoration, or business resumption goes right to the hotel's bottom line: keeping associates employed and the hotel open.

Planning Considerations. Consider making contractual arrangements with vendors for such post-emergency services as records preservation, equipment repair, earthmoving or engineering. Meet with your insurance carriers to discuss your property and business resumption policies. Take photographs or videotape the hotel to document company assets. Update these records regularly.

Continuity of Management. You can assume that every key associate will be readily available after an emergency. Ensure that recovery decisions can be made without undue delay.

Associate Support. Since associates who rely on you for support after a crisis are your most valuable assets, consider the range of services that you could provide or arrange for them, including cash advances; salary continuation; flexible work hours; reduced work hours; crisis counseling; care packages and day care.

Resuming Operations. Immediately after a crisis, take step to resume operations.

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1. If necessary establish a recovery team. Establish priorities for resuming operations.
2. Continue to ensure the safety of all guests and associates in the hotel. Assess remaining hazards.
3. Conduct an associate briefing.
4. Keep detailed records. Consider audio recording all decisions.
5. Take photographs of or videotape the damage.
6. Account for all damage-related costs. Establish special work order numbers and charge codes for purchases and repair work.
7. Follow notification procedures.
8. Protect undamaged property. Remove water and debris.
9. Protect hotel assets.
10. Restore sprinkler systems.
11. Physically secure the hotel.
12. Conduct an investigation.
13. Conduct salvage operations.
14. Segregate damaged from undamaged property.
15. Keep damaged items on hand until an insurance adjuster has visited the hotel.
16. Take an inventory of damaged items. This is usually done with the adjuster or the adjuster's salvager if there is any appreciable amount of items of value. If you release items to the salvager obtain a signed inventory stating the quantity and type of items being removed from the hotel.
17. Restore equipment and property. For major repair work, review restoration plans with insurance adjuster.
18. Assess the value of damaged items.
19. Assess the impact of interruption to business.

8. ADMINISTRATION AND LOGISTICS

Maintain complete and accurate records at all times to ensure a more efficient emergency response and recovery. The insurance company may also require certain records. Accurate records can prove invaluable in the case of legal action after an incident.

Administrative Actions Prior to an Emergency include establishing a written crisis management plan; maintaining training records; maintaining all written communications; documenting drills and exercises and their critiques; involving community emergency response organization in planning activities.

Administrative Actions During and After a Crisis include maintaining telephone logs; keeping a detailed record of events; maintaining a record of injuries and follow-up actions; accounting for associates and coordinating notification of family members; issuing press releases; maintaining sampling records; managing finances; coordinating personnel services and documenting incident investigation and recovery operations.

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Logistics Before an Emergency may entail acquiring equipment; stockpiling supplies; designating emergency facilities; establishing training facilities; establishing mutual aid agreements; preparing a resource inventory.

Logistics During an Emergency may entail providing utility maps to emergency responders; providing material safety data sheets to associates; moving backup equipment into place; repairing parts; arranging for medical support, food and transportation; arranging for shelter facilities; providing for backup power and providing for backup communications.

After the Local Crisis Management Plan has been formulated, forward one copy to the Crisis Management Coordinator with maps. Insert the original into this notebook under the appropriate tab for easy reference.



LOCAL HOTEL CRISIS MANAGEMENT PLAN

'He that lives upon hope will die fasting'.
Benjamin Franklin



BOMBING OR MAJOR FIRE

'If it be now, tis not to come; if it be not to
come, it will be now; if it be not now, yet it will
come: the readiness is all'.

- Shakespeare



Bombing or Major Fire

ACTION STEPS:

1. Verify Report
2. Determine extent of injuries
 - Name, nationality, and status of injured
 - Name, nationality, and status of fatalities
 - Location of victims
3. Determine extent of damage to hotel
4. Determine operational status of hotel
5. Determine whether Crisis Management team should be concerned
6. Establish communications with International Crisis Management Team

IF TERRORIST INCIDENT:

7. Establish communications with local U.S. Embassy
8. If possible, determine organization responsible
 - Motives
 - History
 - Demands
 - Future threats
9. Assess the vulnerability of other Marriott Brand facilities
 - Close vicinity
 - Regional
 - Worldwide
10. If no threat is received, other hotels in region use guidelines in threat condition "Yellow"

If terrorist organization claims responsibility, hotels in region use guidelines in threat condition "Red"



Bombs

FOREWORD

This section of the Crisis Management Plan will discuss types of bombs and prevention, handling a bomb threat, bomb search and evacuation, and recovery efforts after an explosion.

TYPES OF BOMBS AND PREVENTION

Letter Bombs. Most bombs come in boxes and not envelopes. Bombs sent through the mail often have warning indicators. These include:

- Package is thick and stiff, often labeled, "Photographs. Do not bend"
- Package has a "mushy" or spring feel to it
- Package is packaged as if there is another envelope inside the actual mailing envelope
- Package is addressed by hand to a specific individual
- No return address or unrecognizable return address
- The package feels lopsided or too heavy for its size
- The package has greasy spots or looks as though something is soaking it from the inside.
- The package has an odor of marzipan or almonds
- The package is stamped, often with excess postage

Be advised that often a letter or parcel bomb is virtually undetectable. If a threat situation exists, precautionary measures should be taken. Recommendations are:

- Limit access to the shipping and receiving area.
- Assign a code to persons sending mail to be placed in the address. This includes Corporate headquarters.
- Call the addresser to verify that a package was sent.

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Car bombs.

Car bombs are the preferred method by terrorists intent on doing maximum damage with little chance of detection. Car bombs have been used in several countries to inflict extensive damage on building and the people in them. Ingredients are relatively inexpensive and easy to assemble. Most car bombs are made of "ANFO" - ammonium nitrate, fuel oil. *Hotels with underground parking garages are particularly at risk for this type of bomb.* During a threat condition, recommended precautions are:

- If the threat is high, eliminate underground parking.
- Install speed bumps at entrance to garage.
- If the threat is moderate, screen all vehicles entering the parking garage. The driver should be asked for photo identification; the hood, trunk, and rear seat area should be searched; the undercarriage should be checked with a mirror.
- Place large cement planters in front of doors or other areas where a vehicle could be driven through.
- Allow parking no closer than thirty meters to the hotel
- Tow any abandoned vehicles immediately

Improvised Explosive Device.

Most other types of bombs used in terrorist attacks have been I.E.D.'s or Improvised Explosive Devices. Again, these bombs are relatively easy to manufacture out of common elements. This is the type of device used at the Marriott Hotel in Colombo, Sri Lanka. During a threat condition, recommended precautions are:

- Employ a restroom attendant. Otherwise, lock off public restrooms.
- Remove large, hollow containers such as ashcans, mailboxes, etc.
- Security should patrol fire stairwells frequently
- Limit the number of entrances into the building.
- Lock off engineering areas such as boiler rooms, electrical rooms, pump rooms and rooms containing heating and air-conditioning systems.
- Lock off meeting rooms and function space, including ballroom.



Bomb Threats

Generally, there are three reasons for a person calling a hotel to report a bomb:

1. The caller either placed the bomb or has knowledge of the bomb and wants to minimize personal injury.
2. The caller wants to disrupt a specific activity at the hotel. This could be a controversial speaker or guest staying at the hotel.
3. The caller holds a grudge against the hotel and wants to disrupt hotel business. Included in this group are ex-employees and disgruntled guests.

Receiving a threat. When a bomb threat comes into PBX, the operator should be trained in specific procedures. These procedures should be posted in a conspicuous place in PBX. Included in these procedures should be the Bomb Threat Form (a sample form is provided in Appendix). Actions in case of a bomb threat should be tested periodically to ensure the operators understand them and can carry them out without confusion. When a bomb threat is received, the operator should:

- If a recorder is available, it should be activated
- Using the Bomb Threat Form, the operator should ask where the bomb is located, when it will go off, why the bomb was placed, what kind of bomb is it, what the caller's name is and what, if any, organization he or she represents. Advise the caller that a bomb could cause injury or death to innocent persons.
- The operator should write down the exact words used by the caller on the form and details of the caller including sex, age, accent, speech patterns, attitude, etc. List background noises such as traffic, airplanes, animals, music, party noises, trains, public address announcements, television, etc.
- Notify the Emergency Organization by pager. The General Manager should be part of the Emergency Organization.
- Notify the police department



Searching the Hotel

Searching the hotel. It is well known that most bomb threats are hoaxes. In most cases, a caller will simply state that he has placed a bomb in the hotel and hang up. However, all threats should be taken seriously until proved otherwise. A search should be initiated immediately. Normally, law enforcement will not conduct the search. This is not because they aren't cooperative, rather it is because they are not as familiar with the hotel as associates working there. Therefore, it will be incumbent upon hotel associates to conduct the search. This is best accomplished by assembling an emergency response team and training them in search procedures.

Bomb Search Techniques:

Searchers should be in teams of two and should not bunch up.

Any suspicious package or object should not be disturbed. The search team should notify the Emergency Organization team commander of the location. If police are not immediately available mattresses should be stacked around the object while avoiding direct contact. Bomb blankets should NOT be used.

All two-way radios, pagers that transmit as well as receive and cell phones should be turned off. The radio transmission energy can cause premature detonation of a blasting cap. Instead, communication should be done through telephones.

When the searchers first enter a room, they should first move to various parts of the room and stand quietly, with their eyes closed, and listen for a clock work device. Noisy equipment and computers should be turned off.

1. Divide the room and select a search height.
2. Start from the bottom and work up
3. Go around the walls and then into the center of the room
4. Pay special attention to air ducts, suspended ceilings, etc.



Evacuation

In determining whether a hotel should be evacuated, the credibility of the threat should be assessed. Factors include:

- The extent and accuracy of the information provided by the caller, especially the location of the bomb and the time it is to explode.
- Controversial speakers or guests staying at the hotel.
- Political unrest in the area where U.S. interests are targeted.
- The opportunity a bomber may have in planting an explosive device.

In almost every case, the police will defer to the hotel manager whether the hotel should be evacuated or not. If the decision to evacuate is made, the following procedures should be followed:

- Search the evacuation area first.
- Do not use fire alarms. These could direct people into the bomb area.
- Lights should be left on.
- Engineering should shut off all gas and fuel lines at the main valve.
- Security should be assigned to prevent unauthorized access into the building
- Human Resources should provide a list of associates working at the time
- The front desk should print out a rooming list, noting any disabled guests
- The financial controller should secure financial assets and records
- Windows should be opened to diffuse the energy of a blast
- The emergency response team commander should divide the hotel up and assign specific evacuation areas to managers
- If a suspicious object is found, the three floors above and below the object floor should be evacuated
- Associates and guests should be evacuated to at least 100 meters from the building
- The building should be reentered only after a thorough search



Recovery

If an explosion occurs at a hotel, the first priority will be to treat any injured guests or associates.

- If multiple persons are injured, triage procedures will need to be established until medical authorities can take over.
- It is important to note that a secondary device may have been planted. If the building has not been evacuated, it should be at this time.
- When the authorities decree the building safe, engineering personnel should photograph the site of the explosion. This documentation will become important for insurance purposes later.



Major Fire

Foreword

Marriott International has been a leader in the hotel industry in fire safety systems. Nonetheless, it is prudent to prepare for this eventuality in the event that there is a systems failure. A systems failure could be caused by a malfunction in the fire system or by an intentional system defeat by an arsonist. Each hotel should develop a local fire plan and a local Emergency Organization. The following evacuation and recovery plan should be integrated into the local Plan.

Evacuation Plan

When a decision is made to evacuate a hotel during a fire, the following procedure should be followed:

- PBX will call the fire department, ensuring they are en route
- The front office will prepare a rooming list, noting disabled guests
- Human resources will collect a list of working associates
- The General Manager or his representative will make an announcement over the public address system using a prepared message
- PBX will call guests by phone beginning with the fire floor and moving up
- The Emergency Organization (EO) leader will divide the EO Group into search teams. Each team will consist of at least two members and will be assigned to a specific area of the building, beginning with the fire floor & the floor above it
- The EO Teams will be issued master keys, flashlights, chalk and rooming lists
- The Teams will proceed by elevator stopping at least two floors below the fire floor
- The fire floor will be evacuated first, moving next to the floors above the fire
- As the Emergency Organization moves through the hotel, they will ensure fire doors are closed, as well as guest room doors and windows
- As rooms are evacuated, doors will be marked with chalk to indicate the room is clear
- Emergency Organization members should be stationed in fire stairwells to assist guests in evacuation
- The front office manager should be stationed outside the hotel in the evacuation area and, with a rooming list, check off guests as they evacuate the hotel
- The Human Resources Director should be stationed outside the hotel in the evacuation area and, with a working associate list, check off associates as they evacuate the hotel
- Security officers should be stationed at entrances, preventing unauthorized persons from entering the hotel
- Keep all evacuees informed regarding the status of the situation



Recovery

1. Keep losses at a minimum and get back into operation quickly
2. TAKE PHOTOGRAPHS OF THE DAMAGE BEFORE BEGINNING CLEAN UP
3. Restore fire protection systems
4. Keep records of expenditures including
 - a. clean up
 - b. salvage work
 - c. temporary protection
 - d. overtime
 - e. business interruption
 - f. guest claims
 - g. debris removal costs
5. Do not throw away materials until an insurance adjuster has seen it

Notifications

If the General Manager was not on property, he should be informed immediately

Regional Vice President _____

International Public Relations office (301) 380-7796

International Engineering (301) 380-2105

International Loss Prevention (301) 380-5042

Local insurance company _____

Marriott Fire Protection Office (301) 380-7501



HOSTAGE TAKING OR KIDNAPPING

- 'By altering his arrangements and changing his plans, the skillful general keeps the enemy without definite knowledge. By shifting his camp and taking circuitous routes, he prevents the enemy from anticipating his purpose'.

- Sun Tzu



RANSOM DEMAND TELEPHONE CHECKLIST

Make every attempt to gain as much information from the caller as he will furnish but do not give the caller the impression you are reading questions from a checklist, or are trying to keep him on the line so the call can be traced. Write down the responses of the caller word for word.

DATE AND TIME OF CALL

“Would you please repeat your demand?” _____

“Who is making this demand?” _____

“How do I know this is not a joke? We get many pranks here”

“What is (he,she) wearing?” _____

“Is (he,she) alright?” _____

“May I talk to (him,her)?” _____

“I will have to give your demands to my superior. We will want you to include the word MIKE* and the number 8686* in all future communications with us.”

If the caller gets into specifics on payment, ask:

“What do you want?” _____

If money, “What currency and how do you want it?” _____

“Where and when should the ransom be delivered?” _____

“How should the payment be made?” _____

*Recognition codes

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End the call on a positive note by assuring the caller his demand will be communicated to the proper person in the company, as soon as possible. Leave the caller with the impression that his call has been understood and action will be taken. Make note of the following information:

TIME CALL
ENDED _____

BACKGROUND
NOISES _____

SEX OF CALLER _____

APPROXIMATE AGE _____

ACCENT _____

ATTITUDE _____

WAS THE CALLER SOBER? _____

DID THE CALLER SOUND EDUCATED? _____

DID THE CALLER SEEM FAMILIAR WITH MARRIOTT'S OPERATIONS?

ADDITIONAL COMMENTS

PERSON RECEIVING CALL _____

Notify Crisis Management Leader Immediately.



Action Steps

International Crisis Management Team Will:

1. Determine validity and employee's condition
 - a. Verify whether employee is in fact being held
 - b. Ask to speak to employee or, at the least, ask for authentication that employee has not been injured
 - c. Assign code name and number

Corporate Crisis Management Team Will:

2. Notify Kroll and Associates, Consultants
3. Notify State Department
4. Obtain employee's profile
5. Convene Crisis Management Team
6. Notify family (personal contact)
 - a. Local security director to remain at home of family (with their permission)
 - b. Recorder and tracer on telephone
7. Determine Organization responsible. Assess:
 - Demands
 - Objectives
 - Methods
 - Past demands
 - Prior behaviors (kill or release)
 - Support from other dissident factions
8. Determine Law Enforcement Capabilities through:
 - Relationship with local military and intelligence services
 - Record of cooperation with US agencies and businesses

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- Capabilities in negotiating/rescue
 - Country's legal system
9. Determine Government Stability and Policies of:
 - Type of Government
 - General economic and social conditions
 - Public sentiment toward government
 - Local laws regarding ransom payment
 10. Assess possible outcomes of:
 - Meeting all demands
 - Negotiating demands
 - Refusing to meet demands
 11. Determine source for payment of ransom
 12. Develop contingency plans
 13. Daily situation reports are provided to Crisis Management Team by Crisis Coordinator
 14. Briefing report is prepared for Marriott International Executive Committee as situation develops.
 15. Through consultant, determine local customs, values, traditions to aid in decision making.
 16. Identify competent psychologist anticipating release.
 17. If prolonged negotiations are anticipated, Crisis Coordinator and Consultant are dispatched to location
 18. Upon conclusion, victim is thoroughly debriefed
 19. Psychological counseling is offered to victim and family.
 20. Crisis Management Plan is reviewed and revised as needed



CIVIL DISTURBANCES

- 'Nam tua res agitur, paries cum proximus ardet'.
*(For it is your business when the wall next door
catches fire)*
- Horace



Civil Disturbances

Foreword

There are circumstances that make it obvious to businesses operating abroad that they must develop a contingency plan to allow for the evacuation of specific associates and guests or in extreme cases, all associates and guests from the hotel. Some of these circumstances would arise from a coup d'etat, terrorist threat, or war within a country. Specific individuals may be targeted due to ethnic or religious backgrounds or all persons within the hotel may be targeted because of general ill will towards the hotel, the Company, or the United States. In these cases, it is necessary to develop a plan, which will allow for the orderly evacuation of persons for their safety.

General Managers should be alert to condition, which may precipitate a local crisis to allow the maximum amount of time to prepare for the crisis. This information may be discovered through the U.S. Embassy, local government and police contacts, and through the local news media or Marriott's International Loss Prevention Team. As General Managers gather information regarding an impending crisis they should be in constant communications with the Regional Vice President or other point of contact within Marriott International in order to make an informed decision in the event of evacuation.

The safety of hotel associates and guests take priority over property. Ultimately, the General Manager has the authority to implement an evacuation, but whenever possible this is to be in full consultation with the International Crisis Management Team.

The manner in which an evacuation takes place is critical to the safety of the associates and guests. It is also likely to weigh heavily with the local government at such time when the crisis is over and operations are resumed.

GENERAL

As tensions increase in countries or locales, generally there is time to move the evacuation planning through stages. This allows for planning and adjustments as the next state is reached. Oftentimes, however, the situation deteriorates rapidly and the Evacuation Team must be ready to respond. The Alert States will be decided by the General Manager in consultation with the International Crisis Management Team.



Alert State “Alpha”

1. General instability in country
2. Security threats reach level where it is concluded that expatriate personnel are vulnerable.
3. All preparatory measures are reviewed and updated.



Alert State “Bravo”

1. Expatriate personnel are at considerable risk, but the hotel is still conducting business
2. Only essential guests are allowed to check in. Reservations on hold
3. Expatriate associates maintain low profile in "back of the house"
4. Expatriate spouses and dependents and "additional" expatriates are evacuated.



Alert State “Charlie”

1. It is deemed unsafe to continue hotel operations but does not justify abandonment of assets
2. All expatriate staff are evacuated
3. All expatriate guests are evacuated
4. Only essential local associates remain to protect assets.



ALERT STATE "DELTA"

1. A total breakdown of law and order, with mass uprisings
2. Assets are abandoned to the extent that local staff unable to protect them.



Actions during Alert States - local level

Alert State Alpha

1. General Manager declares alert
2. Alert state is communicated to International Crisis Management Team (ICMT)
3. Determine communication methods - primary & alternate
4. Local Emergency Evacuation Team convenes
5. Introduce continuous threat assessment and reporting procedures
6. Review current security measures at hotel and residences. Implement any improvements if necessary
7. Establish contact with U.S. or other appropriate embassies. Confirm their threat assessment, stage of planning and any communications they can provide
8. Review all aspects of evacuation plan in present scenario and make changes as needed. Inform the ICMT of any changes
9. Activate warden system and determine location of all potential evacuees
 - a. Check passports and visas
 - b. Confirm families have departure kits (as described in Section L)
10. Review all possible evacuation routes. Communicate to ICMT
11. Make transportation reservations for all potential evacuees. Reservations can be moved back one day at a time until such time as the evacuation process begins. If necessary, make reservations for any safe country
12. Establish care for dependent pets. Pets should not be included in the evacuation.

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Alert State Bravo – Immediate

1. General Manager declares alert status
2. Alert status is communicated to ICMT
3. Determine if code system is indicated. If so, commence use.
4. Establish and maintain 24-hour communication with ICMT. Provide an alternate communications source in another country for communications relay. Calls outside the country may be curtailed.
5. Restrict any guests checking in except those deemed essential
6. Confirm the dependents and non-critical expatriates to be evacuated and the final destinations of each
7. Confirm lodging and transportation at final destination
8. Arrange wardens to supervise departure of dependents
9. Ensure dependents are briefed **not** to speak with the media upon arrival at destination.

Alert State Bravo – Follow up Actions

1. Remaining expatriates and/or executives move into hotel
2. Discuss the criteria that will justify a move to Alert State Charlie with Crisis Management Team
3. Ensure remaining expatriates are prepared to move into Alert State Charlie
One suitcase packed with clothing, flashlight, medicines, etc.
4. Review current contracts and need for *Force Majeure* notices
5. Confirm how operations will continue with local managers if Alert State Charlie is declared and all expatriates leave the country
6. Monitor all potential evacuation route possibilities
7. Confirm that all air, sea, or land emergency transportation is available

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Alert State Charlie

1. General Manager declares alert status
2. ICMT is advised of alert status change
3. Determine which hotel guests should be evacuated
4. Confirm the identity of those to be evacuated - guests and expatriates - and the final destination of each
5. Brief the local associates on the responsibilities to be vested in them. Confirm their roles in maintaining the integrity of the hotel.

Communications are to be maintained with ICMT after departure of expatriates

6. Gift shop inventory is secured
7. Financial and sensitive information is transferred to local owning company as appropriate
8. Brief all evacuees on:
 - a. Route chosen and why
 - b. Arrangements en route
 - c. Reception arrangements at destination
 - d. Not speaking to media unless approved by ICMT
9. Implement evacuation by safest possible means.

Alert State Delta

1. Alert state is declared by senior manager at hotel upon consultation with ICMT
2. If the situation has reached this state, it may be safer for any remaining executives to stay in country. Expatriates may want to move to a location outside of the hotel as the hotel may be searched. In this case, the ICMT should be notified with the new location
3. Local managers should remove or destroy any sensitive information left
4. If senior local manager deems the situation unsafe to well being of associates left at hotel, hotel should be abandoned. This decision should be made in consultation with the ICMT, if at all possible.



**CRISIS PLANNING AND CRISIS
MANAGEMENT IN CASES OF
NATURAL DISASTERS & OTHER
ENVIRONMENTAL HAZARDS**

- 'By the time you hear the thunder it is too late to build the ark'.



INTRODUCTION

Every year crises resulting from natural disasters take their toll on business and industry – in lives and dollars. But something can be done. We can limit injuries and damages and return more quickly to normal operations if we plan ahead.

This guide provides step-by-step advice on how to create and maintain a comprehensive crisis management program in cases of natural disasters. Hotels of all shapes and sizes can use the guide: its advice is broadly applicable.

If your hotel already has a Plan, use this guide as a resource to assess and update your Plan. The guide is organized as follows:

Section 1: 4 Steps in the Planning Process – how to form a planning team; how to develop a Plan; and how to implement the Plan.

Section 2: Crisis Management Considerations – how to build crisis management capabilities such as life safety, property protection, communications and community outreach.

Section 3: Hazard Specific Information – Technical information about specific hazards the hotel may face.



I. THE PLANNING PROCESS

STEP 1—ESTABLISH A PLANNING TEAM.

It is necessary to appoint an individual or group to develop the crisis plan. The following provides guidance for making the appointment.

The size of the planning team will depend on the hotel's operations, requirements and resources. Involving a group of associates encourages broad participation and enhances the visibility and stature of the planning process.

Issue a Mission Statement. Have the general manager issue the mission statement to demonstrate the hotel's commitment to the Plan.

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Establish a schedule and a budget. Establish a work schedule and planning deadlines. Timelines can be modified as priorities become more clearly defined.

STEP 2 – ANALYZE CAPABILITIES AND HAZARDS.

This step entails gathering information about current capabilities.

Review internal plans and policies such as Fire Protection Guidelines; Health programs; Security procedures; Insurance programs; Employee manuals; Hazardous materials plan; Crisis Management Plan; Mutual aid agreements and Evacuation Plan.

Meet with outside groups including government agencies, community organizations and utilities (Community Emergency Management Office; Fire Department; Police Department; Emergency Medical Services Organizations; Red Cross; Weather Service; neighboring hotels; Public Works; Planning Commission; telephone companies; electric utilities).

Ask about potential problems and about plans and available resources for responding to them.

Identify codes and regulations including environmental regulations; Fire Codes; Seismic Safety Codes; Transportation Regulations; Zoning Regulations; Corporate Policies.

Identify critical products, services and operations. You'll need this information to assess the impact of potential emergencies and to determine the need for backup systems. Areas to review include products and services provided by suppliers especially sole sources vendors; lifeline services such as electrical power, water, sewer, gas, telecommunications and transportation; operations, equipment and personnel vital to the continued functioning of the hotel.

Identify internal resources and capabilities including personnel; equipment (communications equipment, first aid supplies, warning systems, emergency power equipment); hotel resources (emergency operating center, media briefing area, shelter, first aid stations, sanitation facilities); organizational capabilities (training, evacuation plan, employee support); backup systems (arrangements with other Marriott Brand Hotels).

Identify external resources as in some cases formal agreements may be necessary to define the hotel's relationship with the Local Emergency Management Office; Local Fire Department; Emergency Medical Services; Hospitals; Community Service Organizations; Utilities; Contractors; Suppliers of Emergency Equipment and Insurance Carriers.

Do an insurance review.

STEP 3 – DEVELOP THE PLAN

The Plan should include the following basic components.

Executive Summary. Giving a brief overview of: the purpose of the Plan; the hotel's emergency management policy; the responsibilities of key personnel and where response operations will be managed.

Core Management Elements. Describing the hotel's approach to: direction and control; communications; life safety; property protection; community outreach; recovery and restoration: administration and logistics.

Emergency Response Procedures. These procedures will spell out how the hotel will respond to emergencies. Determine what actions would be necessary to:

- Assess the situation.
- Protect associates, guests, equipment, vital records, and other assets, particularly during the first few days.
- Get the hotel back up and running.

Emergency Documentation. Documents that could be needed in an emergency include:

- Emergency call lists – a list, wallet size if possible, of all persons on and off site who would be involved in responding to the emergency, their responsibilities and their 24 hour telephone numbers.
- A hotel map that indicates the location of key utility control points (valves/shut off points etc.), floor plans including exits and escape routes and other vital information.
- Resource lists – lists of major resources (equipment, supplies, and services) that could be needed in an emergency and mutual aid agreements with other hotels and government agencies.

The Development Process:

9. Identify challenges and prioritize activities;
10. Draft the Plan;
11. Establish a training schedule;
12. Coordinate with outside organizations and agencies;
13. Maintain contact with Marriott International Corporate Offices;
14. Review and revise the Plan;
15. Seek final approval from the GM, Executive Committee and Marriott International Loss Prevention;
16. Distribute the Plan.

STEP FOUR – IMPLEMENT THE PLAN

Implementation means more than simply exercising the Plan during an emergency. It means acting on recommendations, integrating the Plan into the hotel's operations,

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training employees and evaluating the Plan. Look for opportunities to build awareness; educate and train personnel; test procedures and involve all levels of management, all departments and wider community in the planning process.

Conduct training, drills and exercises. Consider the training and information needs for associates and managers with an emergency response role identified in the Plan.

Training activities. These can take many forms including:

Training and education sessions;

Tabletop exercises;

Walk-through drills;

Functional drills;

Evacuation drills;

Full-scale exercises.

Evaluate and modify the Plan following an annual audit exercise.



II. CRISIS MANAGEMENT CONSIDERATIONS

This section describes the core operational considerations of crisis management.

2. DIRECTION AND CONTROL.

Crisis Management Team (CMT). The CMT controls all incident related activities. The CMT is responsible for the allocation of resources and will interface with the community, the media, outside response organizations and regulatory agencies. While the GM should head the team, an Incident Commander (IC) is required to oversee the technical aspects of the response.

The IC must have the capability and authority to:

9. Assume command.
10. Assess the situation.
11. Implement the Crisis Management Plan.
12. Determine response strategies.
13. Activate resources.
14. Order an evacuation.
15. Oversee all incident response activities.
16. Declare that the incident is “over”

Crisis Operations Center (COC).

The COC serves as a centralized management center for crisis operations. Here, decisions are made by the CMT based on information they receive from the IC and other personnel. Regardless of the size of the hotel, every hotel should designate an area where decision-makers can gather during an emergency. An alternate COC should be designated in the event that the primary location is not usable. Ideally, the COC is a dedicated area equipped with communications equipment, reference materials, activity logs and all the tools necessary to respond quickly and appropriately to a crisis.

COC Resources:

1. Communications Equipment.
2. Copies of the Crisis Management Plan(s).
3. Hotel floor plans.
4. Maps.
5. Status board.
6. A list of COC personnel and descriptions of their duties.
7. Technical information and data for advising responders.
8. Building security systems information.
9. Information and data management capabilities.
10. Telephone directories.
11. Backup power, communications and lighting.
12. Emergency supplies.

Coordination of Outside Response.

In some cases, laws, codes, prior agreements or the very nature of the emergency require the IC to turn operations over to an outside response organization. When this happens, the protocols established between the hotel and the outside response organization are implemented. The hotel's IC provides the Community's IC a complete report on the situation.

2. COMMUNICATIONS.

Communications are needed to report emergencies, to warn personnel of the danger, keep families and off-duty employees informed about what's happening at the hotel to coordinate response actions and to keep in contact with customers and suppliers.

Contingency Planning

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8. Plan for all possible contingencies from temporary or short-term disruption to total communications failure.
9. Consider the everyday functions performed by your hotel and the communications, both voice and data used to support them.
10. Consider the business impact if your communications were inoperable. How would this impact upon your crisis operations?
11. Prioritize all hotel communications. Determine which should be restored first in an emergency.
12. Establish procedures for restoring communications systems.
13. Talk to your communications vendors about their emergency response capabilities. Establish procedures for restoring services.
14. Determine needs for backup communications for each hotel function.

Crisis Communications. Consider the functions your facility might need to perform in an emergency and the communications system needed to support them.

Family Communications. In an emergency, hotel personnel will need to know whether their families are safe. Make plans for communicating with employees' families in an emergency. Also, encourage employees to:

4. Consider how hotel staff would communicate with their families in case they are separated from one another or injured in an emergency.
5. Arrange for an out-of-town contact for all family members to call.
6. Designate a place to meet family members in case they cannot get home.

3. LIFE SAFETY

Protecting the health and safety of everyone in the hotel is the first priority before, during, and after an emergency.

Evacuation Planning.

20. Determine the conditions under which an evacuation would be necessary
21. Establish a clear chain of command. Identify personnel with the authority to order an evacuation. Designate "Evacuation Wardens" to assist others in an evacuation and account for all guests and associates.
22. Establish specific evacuation procedures. Establish a system for accounting for hotel guests and associates. Consider guests' and associates' transportation to the shelter if the hotel needs to be evacuated.
23. Establish procedures for assisting guests with disabilities and those who do not speak the local language.
24. Post evacuation procedures.
25. Designate key managers and associates to continue critical operations while an evacuation is underway.

Evacuation Routes and Exits.

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Obtaining an accurate account of personnel after a hotel evacuation requires planning and practice. Designate assembly areas where hotel guests and associates should gather after evacuating the hotel. Take a head count after the evacuation. Use the rooming list for guests and ask Human Resources for a printout of associates. Establish a method for accounting for non-employees such as suppliers.

Shelter.

In the event of an emergency, the best means of protection is to evacuate to a shelter or stay in a safe area of the hotel (for example the ballroom). In some countries, the local authorities will require the hotel to evacuate all the guests to a predetermined shelter.

4. PROPERTY PROTECTION

Protecting hotels, equipment and vital records is essential to restoring operations after an emergency.

Planning Considerations. Establish procedures for floods; fires; hazardous material spills; closing/barricading doors and windows; covering, securing and shutting down equipment; major structural damage and identifying sources of back-up equipment.

Records Preservation. Preserving vital records is essential to a quick restoration of hotel operations. Vital records may include financial and insurance information; hotel plans and drawings; product lists and specifications; hotel guests' information; associate information/ personnel files; reservation information. Establish procedures for protecting and accessing vital records.

5. COMMUNITY OUTREACH

Your hotel's relationship with the community will influence your ability to protect guests, associates and property and return to normal operations.

Involving the Community. Maintain a dialogue with community leaders, first responders, government agencies, community organization and utilities. Have regular meetings with community emergency personnel to review emergency plans and procedures. Meet with hotel neighbors to determine how you could assist each other in an emergency.

Mutual Aid Agreements. To avoid confusion and conflict in an emergency, establish mutual aid agreements with local response agencies and businesses.

Community Services. In community-wide emergencies, business and industry are often needed to assist the community. While there is no way to predict what

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demands will be placed on the hotel resources, give some thought to how the community's needs might influence your hotel's responsibilities in the emergency.

6. RECOVERY AND RESTORATION

Business recovery and restoration, or business resumption goes right to the hotel's bottom line: keeping associates employed and the hotel open.

Planning Considerations. Consider making contractual arrangements with vendors for such post-emergency services as records preservation, equipment repair, earthmoving or engineering. Meet with your insurance carriers to discuss your property and business resumption policies. Take photographs or videotape the hotel to document company assets. Update these records regularly.

Continuity of Management. You can assume that every key associate will be readily available after an emergency. Ensure that recovery decisions can be made without undue delay. Consult Marriott's Legal Department regarding laws and corporate bylaws governing continuity of management.

Associate Support. Since associates who rely on you for support after a crisis are your most valuable assets, consider the range of services that you could provide or arrange for them, including cash advances; salary continuation; flexible work hours; reduced work hours; crisis counseling; care packages and day care.

Resuming Operations. Immediately after a crisis, take step to resume operations.

6. If necessary establish a recovery team. Establish priorities for resuming operations.
7. Continue to ensure the safety of all guests and associates in the hotel. Assess remaining hazards.
8. Conduct an associate briefing.
9. Keep detailed records. Consider audio recording all decisions.
10. Take photographs of or videotape the damage.
6. Account for all damage-related costs. Establish special work order numbers and charge codes for purchases and repair work.
26. Follow notification procedures.
27. Protect undamaged property. Remove water and debris.
28. Protect hotel assets.
29. Restore sprinkler systems.
30. Physically secure the hotel.
31. Conduct an investigation.
32. Conduct salvage operations.
33. Segregate damaged from undamaged property.
34. Keep damaged items on hand until an insurance adjuster has visited the hotel.

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35. Take an inventory of damaged items. This is usually done with the adjuster or the adjuster's salvager if there is any appreciable amount of items of value. If you release items to the salvager obtain a signed inventory stating the quantity and type of items being removed from the hotel.
36. Restore equipment and property. For major repair work, review restoration plans with insurance adjuster.
37. Assess the value of damaged items.
38. Assess the impact of interruption to business.

7. ADMINISTRATION AND LOGISTICS

Maintain complete and accurate records at all times to ensure a more efficient emergency response and recovery. The insurance company may also require certain records. Accurate records can prove invaluable in the case of legal action after an incident.

Administrative Actions Prior to an Emergency include establishing a written crisis management plan; maintaining training records; maintaining all written communications; documenting drills and exercises and their critiques; involving community emergency response organization in planning activities.

Administrative Actions During and After a Crisis include maintaining telephone logs; keeping a detailed record of events; maintaining a record of injuries and follow-up actions; accounting for associates and coordinating notification of family members; issuing press releases; maintaining sampling records; managing finances; coordinating personnel services and documenting incident investigation and recovery operations.

Logistics Before an Emergency may entail acquiring equipment; stockpiling supplies; designating emergency facilities; establishing training facilities; establishing mutual aid agreements; preparing a resource inventory.

Logistics During an Emergency may entail providing utility maps to emergency responders; providing material safety data sheets to associates; moving backup equipment into place; repairing parts; arranging for medical support, food and transportation; arranging for shelter facilities; providing for backup power and providing for backup communications.



III. ENVIRONMENTAL HAZARDS AND NATURAL DISASTERS

This section provides information on some of the most common hazards and natural disasters.

1. Hazardous Materials Incidents

Hazardous materials are substances that are either flammable or combustible, explosive, toxic, noxious, corrosive, oxidizable, an irritant or radioactive. In addition to onsite hazards, you should be aware of the potential for an offsite incident affecting your operations. You should also be aware of hazardous materials used in hotel's processes and the construction of the hotel.

Planning Considerations

- a. Identify and label all hazardous materials stored, handled, produced and disposed of by your hotel.
- b. Ask the local fire department for assistance in developing appropriate response procedures.
- c. Train associates to recognize and report hazardous material spills and releases. Train employees in proper handling and storage.
- d. Establish a hazardous material response plan:
- e. Organize and train an emergency response team to confine and control hazardous material spill.
- f. Identify other facilities in the area that use hazardous materials. Determine whether an incident could affect your hotel.
- g. Identify highways, railroads and waterways near your hotel used for the transportation of hazardous materials. Determine how a transportation accident near your hotel could affect your operations.

2. Floods

Floods are the most common and widespread of all-natural disasters. Most communities can experience some degree of flooding after spring rains, heavy thunderstorms or winter snow thaws.

Planning Considerations

- a. Ask your local emergency management office whether your hotel is located in flood plain. Learn the history of flooding in your area.
- b. Review the Community's emergency plan. Learn the community's evacuation routes. Know where to find higher ground.
- c. Establish warning and evacuation procedures for the hotel.

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- d. Inspect areas in your hotel subject to flooding. Identify records and equipment that can be moved to a higher location. Make plans to move records and equipment in case of flood.
- e. Purchase a Weather Radio with a warning alarm tone and battery backup. Listen for flood watches and warnings.
- f. Ask your insurance carrier for information about flood insurance. Regular property and casualty insurance does not cover flooding.
- g. Consider the feasibility of flood proofing the hotel.

3. Hurricanes

Hurricanes are severe tropical storms with sustained winds of 74 miles per hour or greater. Hurricanes bring torrential rains and a storm surge of ocean water that crashes into land as the storm approaches. Hurricanes also spawn tornadoes.

Pre-season Planning for Shelter.

- a. The Director of Engineering should visit the shelter and evaluate its condition to determine if any repairs are needed to accommodate guests and associates.
- b. The evaluation should identify where the utilities shut off valves are located.
- c. The type of emergency power the shelter will need should be determined.
- d. It should be determined whether the shelter has fire prevention systems.
- e. All hurricane supplies should be checked and tested.
- f. A hurricane supply list should be created.
- g. A detailed map with directions to the shelter should be prepared.
- h. Establish procedures for transporting guests and associates to the shelter.
- i. Identify key managers to take leadership roles at the shelter.
- j. Needs for emergency supplies such as water, food, medical supplies, linens and games for guests and associates should be determined.
- k. Evacuation plans should be coordinated with local authorities.

Other hurricane planning considerations:

- a. Establish hotel shutdown procedures.
- b. Establish warning and evacuation procedures.
- c. Listen for hurricane watches and warnings
- d. Determine which key managers and staff will stay in the hotel after the evacuation order is given.
- e. Survey the hotel. Make plans to protect external equipment and structures.
- f. Make plans to protect windows. Permanent storm shutters offer the best protection. Covering windows with 5/8' marine plywood is a second option.
- g. Consider the need for backup systems.
 - Portable pumps.
 - Alternate power sources such as generators or gasoline powered pumps.
 - Battery-powered emergency lighting.
- h. Prepare to move records, computers and other items within the hotel or to another location.

4. Tornadoes.

Tornadoes are incredibly violent local storms that extend to the ground with whirling winds that can reach 300 mph. Spawned from powerful thunderstorms, tornadoes can occur with little or no warning. Damage paths can be in excess of one mile wide and 50 miles long.

Planning Considerations.

- a. Ask your local emergency management office about the community's tornado warning system.
- b. Purchase a Weather Radio with a warning alarm tone and battery backup. Listen for tornado watches and warnings.
- c. Establish procedures to inform associates when tornado warnings are posted. Consider the need for spotters to be responsible for looking out for approaching storms.
- d. Work with a structural engineer or architect to designate shelter areas in your hotel. Ask your local emergency management office for guidance.
- e. Consider the amount of space you will need: adults require about six square feet of space.
- f. The best protection in a tornado is usually an underground area. If an underground area is not available, consider:
 - Small interior rooms on the lowest floor and without windows.
 - Hallways on the lowest floor away from doors and windows.
 - Rooms constructed with reinforced concrete, brick or block with no windows and a heavy concrete floor or roof systems overhead.
 - Protected areas away from doors and windows.
- g. Make plans for evacuating personnel away from lightweight modular offices or mobile home-size buildings. These structures offer no protection from tornadoes.
- h. Once in the shelter, personnel should protect their heads with their arms and crouch down.

5. Earthquakes

Earthquakes can seriously damage buildings and their contents; disrupt gas, electric and telephone services; and trigger landslides, avalanches, flash floods, and huge ocean waves called tsunamis. Aftershocks can occur for weeks following an earthquake. In many buildings, the greatest danger to people in an earthquake is when equipment and non-structural elements such as ceilings, partitions, windows and lighting fixtures shake loose.

The following are guidelines for preparing for earthquakes:

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- a. Assess your facility's vulnerability to earthquakes. Ask local government agencies for seismic information for your area.
- b. Have your hotel inspected by a structural engineer. Develop and prioritize strengthening measures.
- c. Follow safety codes when constructing a hotel or making major renovations.
- d. Inspect non-structural systems such as air conditioning, communication and pollution control systems. Assess the potential for damage. Prioritize measures to prevent damage.
- e. Inspect the hotel for any item that could fall, spill, break or move during an earthquake. Take steps to reduce these hazards

6. Technological Emergencies.

Technological emergencies include any interruption or loss of a utility service, power source, life support systems, information, system or equipment needed to keep the hotel in operation.

Identify all critical operations, including:

1. Utilities including electric power, gas, water, hydraulics, compressed air, municipal and internal sewer systems, wastewater treatment services,
2. Security and alarm systems, elevators, lighting, life supports systems, heating, ventilation and air conditioning systems, and electrical distribution system.
3. Communication systems, both data and voice computer networks.

Determine the impact of service disruption.

Ensure that key safety and maintenance personnel are thoroughly familiar with all the hotels' systems.

Establish procedures for restoring systems. Determine the need for backup systems.

Establish preventive maintenance schedules for all systems and equipment.



Emergency Supplies

Water

- Plan on one gallon of water per person per day.
- Store water in plastic containers.
- Avoid using containers that will decompose or break.
- Water should never be withheld. A person should drink at least 2 quarts a day.

Food

- Store at least a three-day supply of non-perishable food.
- Choose foods that require no refrigeration, cooking or preparation and which are compact and lightweight. If food must be cooked include several cans of Sterno.

Suggestions:

- Ready to eat canned meats, fruits and vegetables,
- Canned juice, milk, soup (if powdered, store extra water)
- Staples – sugar, salt
- High energy food – peanut butter, jelly crackers, nuts and health food bars.
- Comfort stress foods – cookies, hard candy and sweetened cereals.
- Vitamins
- Containers
- Store the supplies in an easy to carry object such as a large covered trash container or large duffle bag.

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First Aid Kits

Sterile adhesive bandages
2-inch sterile gauze pads
4-inch sterile gauze pads
Hypoallergenic adhesive tape
Triangular bandages
2-inch sterile roller bandages
4-inch sterile roller bandages
Scissors
Tweezers
Needles
Moistened towelettes
Antiseptic
Thermometer
Petroleum jelly
Safety pins
Cleaning agents
Latex gloves
Apirin/non-aspirin pain reliever
Ati-diarrhea medication
Atacid

Supplies and Tools

Hurricane guidelines
Battery operated am/fm radio
Extra batteries
Non-electric can opener
Utility knife
AC/DC TV & portable antenna
Flashlight
Light sticks and reflective tape
Megaphone
Oxygen tanks
Bloodborne exposure clean up kit
Cell phones and chargers
2 way radios with chargers
Marine radios (if applicable)
Foul weather gear
Keys (master set)
Hurricane tracking map
Fire extinguishers
Portable generator
Extension cords
Floor plans
Polaroid/video camera
Extra film/blank tapes

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Flip charts with markers
Portable refrigerator for medical use
Office supplies
Property signage
Log and record book
Telephones
Duct tape
Rope
Banquet tables and chairs
Tube tent
Pliers
Matches in waterproof container
Aluminum foil
Signal flares
Paper and pencils
Needles and thread
Medicine dropper
Shut off wrench for gas/water
Whistle
Plastic sheeting

Sanitation

Toilet paper/towelettes
Soap and liquid detergent
Feminine supplies
Personal toiletry items
Disinfectant

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EMERGENCY NUMBERS

GENERAL

	Contact	Number
Fire		
Police		
Ambulance		
Doctor		
Hospital		
Shelter(s)		
Red Cross		
Gas Company		
Electric Company		
Water Company		
Telephone Company		
Elevator Repair Company		
Electrician		
Plumber		
Airlines		

EMERGENCY

	Name/Contact	Phone Number
Emergency Operations Center		
Hotel Switchboard		
General Manager		
Resident Manager		
Controller		
Director of Marketing		
Director of Engineering		
Food and Beverage Director		
Human Resources Director		
Director of Loss Prevention		
Asst. Chief Engineer		
Asst./Sup. of Loss Prevention		
Front Office Manager		
Hotel Chef		
Restaurant Manager(s)		
CFM Director		



EVACUATION PROCEDURES

- 'When in difficult country do not encamp... do not linger in dangerously isolated positions. In hemmed-in situations you must resort to stratagem'.
 - Sun Tzu



Evacuation Management Team

INDIVIDUAL RESPONSIBILITIES

The Evacuation Management Team will consist of the following members: General Manager (Chairman), Director of Human Resources, Director of Finance and a Representative Spouse. The General Manager may make changes in these appointments as he or she deems best for the operation of the hotel.

TEAM FUNCTIONS

GENERAL MANAGER

1. Responsible for the content and timely implementation of the evacuation plan. Determine primary and alternate evacuation routes.
2. Selects evacuation team leaders and allocates tasks
3. Liaisons with owning company and International Crisis Management Team
4. Maintains liaison with U.S. or other appropriate embassies.
5. Selects those persons to be offered appointments as members of a rear party after departure of appropriate staff
6. Acts as liaison with representatives of local government, other friendly companies, as necessary
7. Makes provision for emergency catering needs
8. Maintains continuous threat assessment and reporting procedures to ICMT
9. Reviews security measures protecting persons and property, and advises on introduction of further security measures as necessary
10. Maintains routine telephone and facsimile links
11. Identifies and confirms alternative means of communication.

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DIRECTOR OF HUMAN RESOURCES:

1. Monitors the feelings and reactions of the local staff during the period of increasing a security emergency
2. Maintains lists of evacuees in the order they are to be evacuated
3. Maintains records of personal documents of all listed evacuees, including medical records
4. Ensure all listed evacuees have required immunization certificates and other medical documents. Coordinate with a medical specialist to maintain adequate medical supplies
5. Coordinates for adequate levels of food and personal hygiene items.

DIRECTOR OF FINANCE:

1. With advice from Local Crisis Management Team (LCMT), completes detailed planning for disposal of company and personal property either to be retained for future use or abandoned.
2. Supervises secure transfer or disposal of Marriott International confidential/sensitive material, prior to final evacuation
3. Reviews currency requirements and legislation in consultation with LCMT
4. Determines available evacuation routes (road, sea, and air) for evacuees to reach final destination points
5. Determines sea and air requirements, assesses need for advance reservations
6. Identifies vehicle and driver requirements for ground transportation of evacuees and baggage, and for additional ground transportation, if required. Assesses need for advance reservations
7. Briefs all drivers and evacuation team leaders. Prepares and issues maps, obtains and issues tickets and accommodation details.

REPRESENTATIVE SPOUSE:

1. Represents to the Evacuation Team the feelings and reactions of expatriate spouses toward a possible evacuation, both with and without heads of families, and endeavors to allay their anxieties
2. Briefs spouses on family aspects of the Plan with particular reference towards children. Obtains answers to their questions from the Team.



Order of Evacuation

The order must remain flexible and responsive to the threat assessment, but the normally accepted practice will be:

1. Dependents will depart first
2. Expatriate staff departs second
3. Remaining senior management expatriates or third country nationals at risk depart.

When possible, normal commercial flights will be used and a routine reason to explain departure in the early stages will be used (e.g., vacation, training, health).

At any stage in an evacuation, the LCMT/ICMT may deem it safer, or it may be unavoidable, that those still in the country remain there and wait out the crisis. This requires adequate preplanning and this aspect is covered in the Plan.

In the event evacuation becomes necessary, staging areas are to be identified. All evacuees will report to the staging area with necessary belongings. Staging areas (with alternates) should be defined in the Plan.

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SENIOR MANAGEMENT EXPATRIATE STAFF

The following individuals are Senior Management associates deemed critical to the operation of the hotel. The operation of the hotel could suffer if the individuals named were not in a position to supervise for an extended period of time.

	NAME	POSITION	MEDICAL CONDITION
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			

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ADDITIONAL EXPATRIATE STAFF

The following expatriate associates would be evacuated should the hotel go to "Alert State Bravo":

	NAME	POSITION	AGE	NATIONALITY
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				

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DEPENDENTS

The following dependents will be evacuated should the hotel go to "Alert State Bravo":

	NAME	RELATIONSHIP	AGE	NATIONALITY
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				

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KEY LOCAL NATIONAL MANAGERS

The following local national managers have been identified to take over the operations of the hotel should all expatriate managers be evacuated:

	NAME	CURRENT POSITION	PROPOSED POSITION
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			



Warden System

Experience has shown that it is necessary to develop a system for rapid communication with personnel at their homes or schools. The U.S. Government has in place at all Embassies a "warden system". The hotel should develop a similar system. The warden system is based on a pyramid communication principal. It is of particular relevance when telephones are not in use. This system should be periodically tested.

A Warden Coordinator should be selected who in turn should select Warden Leaders. The Warden Leaders should be selected based upon geographical location of their residence, among other criteria.

The Warden Coordinator should be familiar with staging areas and evacuation routes.

The Warden Coordinator should maintain contact with the Embassy Warden System.

Wardens are responsible for:

Preparing and updating lists of personnel in their area.

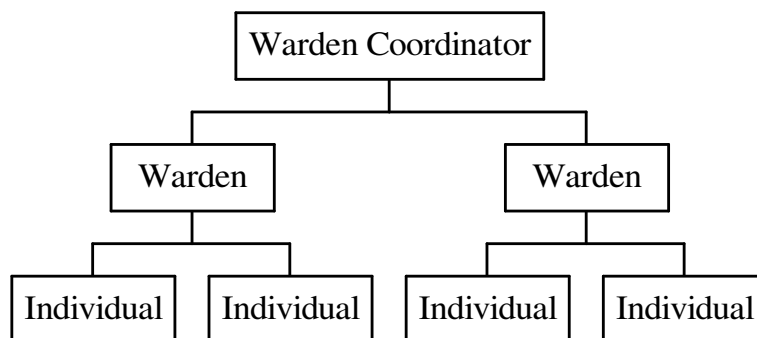
Familiarization with residence locations and family details of personnel.

Familiarization with staging areas.

Developing a pyramid communication system.

Relaying information to adult family members in their area.

If individuals cannot be contacted, leave information with alternatives.





Departure Kit

As tensions increase, the supply of household commodities and essentials may become short. All households should therefore have the following readily available at all times. It should be in a complete state of readiness in Alert State "Alpha".

1. Two weeks supply of nonperishable food and bottled water
2. Emergency cooking stove and adequate fuel
3. Adequate flashlights with spare batteries. Candles and matches
4. Family size first aid kit with necessary prescription medicines
5. Battery operated shortwave radio with fresh batteries. Monitor the local media, Voice of America, and the BBC, if available for relevant announcements from the local government or the U.S. or other embassies.
6. One blanket or sleeping bag for each family member
7. Do not carry baggage that exceeds 66 pounds per individual. (This weight is the maximum that will be permitted on U.S. Government-sponsored evacuation aircraft/other governments may have similar limitations.) Carry the most essential items in a small handbag
8. Current passports for all members of the family
9. At least USD \$1,000 per person in cash. Arrangements can be made to safeguard this in a safe or safety deposit box at the hotel until needed
10. Ensure cars are fully gassed and mechanically sound
11. Supply of strong bags for disposal of trash
12. Supply of road maps of the metropolitan and rural areas
13. If in cold weather climate, an adequate supply of warm clothes and blankets.



Transportation

As tensions mount in the country, consideration should be given to evacuating personnel in the early stages (see "Alert State Alpha"). During this time, it should be relatively easy to evacuate individuals using common carriers. It is important to remember that when notices are given through the U.S. State Department and other government organizations, the number of evacuees may be too much for regular commercial transportation to handle. Therefore, it is important to make reservations early and move the reservation back day by day, if needed.

As a general rule, it is preferable to assemble evacuees at a secure location prior to movement to the embarkation point. This will aid in providing organization and security. If long term, plans should consider shelter, food and water at the assembly point. A Warden should list evacuees and control movement to the embarkation point.

Details such as assembly, times, schedules, etc. should be protected from unauthorized disclosure. Personnel should be cautioned not to speak with the media.

As evacuees depart the country, the ICMT should be informed of the following:

1. Flight data (date, time, destination, carrier, and estimated time of arrival).
2. Names of evacuees.
3. Individuals needing assistance with onward transportation to the home country.
4. Individuals who will stay at point of arrival and need lodging, etc.
5. Medical assistance needed.



Methods of Transportation

SCHEDULED AIRLINES

1. In most cases, it is preferable to use a recognized international airline. Do not use the local national airline
2. Develop airline contacts beforehand who can aid the evacuees in arrangements
3. Through the U.S. Embassy, identify international carriers that have existing contracts to perform evacuations during periods of emergency or civil unrest.

CHARTERED AIRLINES

1. Identify reliable charter airlines that can provide transportation for evacuees
2. Identify local airfields that chartered aircraft may fly from.

SEA TRANSPORTATION

1. Identify shipping companies that serve the area
2. Describe ship to include response time, capacity, and time required to reach safe haven
3. Consider chartering ocean-going yachts for essential personnel after local airports and other routes have been closed.

LAND TRANSPORTATION

Transportation by road should be considered only as a last resort.

1. Identify available vehicles - private, company, or rental
2. Have compasses and maps available with primary and alternate routes. Do not write on maps - they may be inspected
3. Have local nationals available to drive and translate at roadblocks, checkpoints, etc.
4. Ensure adequate supplies of fuel, food, water, tools, first aid, and comfort supplies
5. If traveling in convoy, provide communications capabilities for lead and rear vehicle
6. Reconnoiter route in advance by sending advance vehicle with means to communicate.



Codes

Occasionally, it becomes necessary to use a system of codes in communicating. This is to protect the communication from release to those persons other than it was intended for.

Examples of those persons could be news media, subversive organizations, or unfriendly governments.

Following, is a simple code system to be used during crisis situations when it becomes necessary to disguise communications. This list is deliberately kept short. The goal is to enable emotional and controversial issues to be disguised.

<u>PHRASE</u>	<u>CODE</u>
Alert State (preceded by phonetic)	Date
Marriott International, Inc.	Mother
Local Facility	Daughter
American Embassy	Duck
By Air	Horse
By Sea	Pig
By Land	Bear
Charter	Tail
Children	Ring
Decision to Evacuate	Ski
Decision to Stay	Surf
Dependents	Gang
Associates	Rabble
Executives	Buddies
Females	Flowers
Infants	Toys
Owning company	Amy
Local Government	Fox
Local National Associates	Fish
Situation Deteriorating	Dandy
Situation Improving	Billy
Situation Intolerable	Cheers



Example Code Process

Using the code system, if you wanted to communicate the following message:

"Situation deteriorating. May need to consider evacuating dependents now" you would transmit:

Dandy. May want to ski soon. Daughter wants permission from Mother to date Alpha now.



LOCAL HOTEL EVACUATION PLAN

- '[Among] the ways of courting defeat [are] defective training and the failure to use picked men'.

- Sun Tzu



MANAGING THE MEDIA DURING A CRISIS

- 'Look twice before you leap'.
Charlotte Brontë



Introduction

A crisis can cripple a hotel's ability to function effectively. It can result in a severe drop in business and an erosion of public faith in your property. It can damage the Company's reputation of Marriott International & the Marriott Brands. This is why planning in advance to handle the communication aspects of a crisis is so important.

The public will evaluate how well you responded to the crisis by how well you handled the *communications* about the crisis during the first 24 hours of the event. Especially critical are the first 60 minutes when everyone, including the media, wants to know what happened and all the facts are not available. This is why it is necessary to have a *crisis communications management plan* in place in addition to the overall operational crisis management plan.

The Challenge

During a crisis your challenge is two pronged:

- To have enough information to identify the crisis quickly and accurately

- To have the resources available to:
 - Manage the problem solving process
 - Control the information flow
 - Protect and enhance the hotel's and Marriott International's reputation and business
 - Reposition the course and direction of the hotel/Marriott International as the lessons of the emergency situation dictate.



Prior to a Crisis

Prepare

Being prepared before a crisis happens can make all the difference in how the media responds in the critical, early hours of the crisis.

Predict

Anticipate all the things that could go wrong at the hotel. Identify the issues – these can include human resources, the physical plant, the services and amenities offered, and outside events that cannot be controlled.

Position

To the extent possible, decide what the hotel position will be on these issues.

Prevent

Take preventative measures. Often issues can be eliminated, for example, by implementing a better training program.

Determine

Who at the property has authority for final decisions/statements. Usually this is the General Manager.

Who will participate in any major decision.

Who is the **only** spokesperson.

Who advises associates, guests and suppliers and the wider outside community.

Who takes telephone calls at night and weekends.

Prepare Positioning Statements & Background Material in Advance

A positioning statement about guest safety might state that the hotel's goal is to prevent all accidents and then explain how it works to achieve that goal.

A prepared background statement about the life safety systems.

A prepared background statement on the number of meals served daily without an incident.

Biographies of the executive committee members with photos.

Develop your Communications Network

Keep home phone numbers of the executive members on hand.

Keep home phone numbers of support personnel – secretaries, communications center, local attorneys and bankers, etc.

Periodically update media lists – all key contacts and news deadlines.

Update mailing lists - financial community, customers, associates' families etc.

Maintain On-going Rapport with Influential Local Media

Let them know who in the hotel is *the* source of information.

Maintain an Early Warning System to Monitor External Trends

These help anticipate potential problems that could affect the hotel, allowing action plans to be considered long before a problem is encountered.

Check the media regularly – editorials, radio and TV reports, newsletters etc.

Analyze internal intelligence – complaint letters, local market research.

Monitor public opinion

- Identify pertinent local social issues.
- Be aware of local government decisions.
- Watch technical or political developments

Simulate a variety of emergencies and practice responses.

The Hotel's Role

In the event of an emergency, the hotel's first and foremost responsibility is the protection and welfare of its guests, visitors and associates. High on this list of priorities is the communication of information about the crisis to the news media and the community at large.

When working with the media, it is vital to think of the crisis from a communications perspective. Make every effort to work with the media in a professional, honest and timely manner and provide them with accurate and approved information.



During a Crisis

- Mobilize resources. Be sure the management team is at their assigned crisis management posts.
- Work with the International Crisis Management Team to determine the best course of action.
- The media will be interested in five basic questions:
 - What happened?
 - Why did it happen?
 - Who is to blame or who is responsible?
 - Who is going to fix and/or pay for it?
 - What is going to be done to prevent a recurrence?
- Assume the media will not always respond in a desirable manner.
- Get all the key facts – fast and straight – but do not be compelled to do or say something without an accurate understanding of the facts and their impact. The initial period of reacting without all the facts is the most dangerous.
- Consider preempting the news:
 - If it is possible to get the full story out fast with a proper show of concern.
 - If it is newsworthy, the story will get printed with correct facts and from the hotel's point of view.
 - It may limit media coverage of the crisis to one day, as opposed to a second day repeat of the story with the hotel's response.
- Decide what is to be said, when it will be said, how it will be said and who should receive the hotel's message.

General Guidelines for Handling Media Inquiries

- The General Manager (or his/her designee) is the only hotel staff member who should make any statements to the media. This statement should be prepared with the assistance of the International Vice President of Public Relations or designee.
- The hotel's associates should not make any statements, provide any information, comment on the situation or talk with the media.
- Switchboard operators and all other associates should refer media calls directly to the General Manager or designee, who should provide the approved response.
- When a crisis involves the local authorities, it becomes a matter of public record. Refer requests for additional information to these authorities. In the case of civil

INTERNATIONAL LOSS PREVENTION GUIDE TO CRISIS MANAGEMENT

disturbances or hostage taking, this could also include the U.S State Department or local embassy.

- Under no circumstances should the name of the victim(s) be given to the media by the hotel spokesperson. Refer these questions to the investigating officer, hospital where the victim(s) were taken or embassy.
- No estimate of monetary loss should be released to the media until a qualified insurance adjuster has been on the scene to determine the extent of the damage.
- Members of the press should not tour the property unescorted.
- Keep a record of all media calls, interviews and visits to the property related to the crisis. Record what was said to each reporter.
- Refer questions not directly associated with your hotel or crisis situation to the international Vice President for Public Relations.
- Accept that the crisis will last much longer than originally expected.
- Crisis communications management is very demanding and efforts must be made to remain calm and level headed.
- Tell the truth; but do not offer more information than what is requested (unless the additional information puts a positive light on your situation).
- Keep associates and other affected constituencies informed. They have a huge stake in the situation and the hotel's actions will be closely followed.

Use these statements/message points when you do not know all the facts.

- The comfort and well-being of our guests and associates are our number one priority.
- We are cooperating with the authorities.
- When we have more information, we will get back to you.



After a Crisis

- Evaluate the media coverage received, both good and bad, and determine where media bridges need to be rebuilt.
- Make an effort to continue communications with journalists who are key to the business under normal circumstances.
- If the hotel's image is damaged despite all good efforts, consider long and short-term programs to get back on track and rebuild confidence and image.
- Check the situation for improvements that can be made and publicly announced.
- Check the 'position' taken in the original positioning statement on the issue. Ask does it need to be rethought?
- Prepare to see recurring coverage of the crisis: on anniversary dates; when other similar crises occur elsewhere; in crisis roundups and if another crisis occurs at the hotel.

GENERAL DO'S AND DON'TS WHEN TALKING WITH THE MEDIA DURING A CRISIS

DO NOT:

- SPEAK WITH THE MEDIA 'OFF THE RECORD'
- GUESS OR SPECULATE
- LIE OR GIVE HALF-TRUTHS
- ANSWER A QUESTION YOU DO NOT UNDERSTAND (repeat it in your own words)
- LOSE YOUR TEMPER
- BE HUMOROUS OR SARCASTIC
- SAY 'NO COMMENT' UNLESS ABSOLUTELY NECESSARY (your silence may be interpreted as a sign of guilt)
- BE LED INTO SAYING MORE THAN YOU INTENDED

DO:

- DEMONSTRATE CONCERN FOR THE PUBLIC AND YOUR ASSOCIATES
- HAVE AN APPROVED ANSWER TO THE QUESTION: 'what are you doing about the situation'
- PROVIDE FACTS - BRIEF AND STRAIGHTFORWARD
- RESPECT MEDIA DEADLINES – RETURN EVERY CALL





Notifications

If the General Manager was not on property, he should be informed immediately

Regional Vice President _____

International Public Relations office (301) 380-7796

International Engineering (301) 380-2105

International Loss Prevention (301) 380-5042

Local insurance company _____

Marriott Fire Protection Office (301) 380-7501



Headquarters Notification

(Thru Crisis Hotline)

1-703-319-1814

Notify the Corporate Hotel Loss Prevention Department *IMMEDIATELY* in the event of:

- FIRE REQUIRING A FIRE DEPARTMENT RESPONSE
- NATURAL DISASTER DESTROYING PART OF THE HOTEL OR INJURING GUESTS OR EMPLOYEES
- ANY INCIDENT RELATED TO A CELEBRITY OR OTHER PUBLIC FIGURE
- ARMED ROBBERY
- BOMB THREAT WHERE HOTEL IS EVACUATED
- EMPLOYEE WORK-RELATED DEATH OR SERIOUS INJURY
- MULTIPLE PERSON FOOD POISONING CLAIM
- TERRORIST INCIDENT
- MULTIPLE PERSON INJURY
- SERIOUS GUEST ASSAULT ON OR NEAR PROPERTY, INCLUDING RAPE

INTERNATIONAL LOSS PREVENTION (Department 921.18)

ALL OTHER TIMES **1-301-380-5042**

FAX **1-301-380-8997**

ENGINEERING

ANSWERING MACHINE **1-301-380-2105**

Leave your name, number & message

**CORPORATE FIRE PROTECTION OFFICE - ALL FIRES MUST BE
REPORTED HERE 1-301-380-7501**

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("X" all applicable items)

BOMB THREAT

INSTRUCTIONS

Notify your General Manager, M.O.D. or Manager in charge immediately after receiving a bomb threat. Complete this form and give to your supervisor.

EXACT WORDING OF THREAT
(Initial Statement)

- QUESTIONS TO ASK DURING THE THREAT**
- When is it going to explode? _____
 - Where is it right now? _____
 - What does it look like? _____
 - What kind of bomb is it? _____
 - Did you place the bomb? _____
 - Why? _____
 - What is your name? _____
 - What is your address? _____

Sex of Caller	Race
Age	Length of Call
Number at which call is received	
Time	Date

DESCRIPTION OF CALLER'S VOICE

Calm		Nasal
Angry		Stutter
Excited		Lisp
Slow		Raspy
Rapid		Deep
Soft		Ragged
Loud		Clearing Throat
Laughter		Deep Breathing
Crying		Cracking Voice
Normal		Disguised
Distinct		Accent
Slurred		Familiar

If voice was familiar, who did it sound like?

BACKGROUND SOUNDS

Street Noises		Animal
Crockery		Clear
Office Machinery		Factory Machinery
Voices		Static
PA System		Local
House Noises		Long Distance
Motor		Booth

Other (explain)

THREAT LANGUAGE

Well Spoken (educated)		Message Read by Threat Maker
Foul		Incoherent
Irrational		Taped

Remarks

Person Making Report