

Lessons Learned From Recent Terrorist Attacks

Presenters



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18 Years as head of security for IHG

Former Chief of Staff, Georgia State Patrol

Former Special Agent, Georgia Bureau of Investigation

Former Special Agent, US Army Criminal Investigation Command

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- Vice President – Global Safety & Security
- Oversees all international security operations and manages Marriott’s crisis management program
- Marriott International Inc.
 - 3,400+ hotels in 75+ countries
 - 2010 revenue: \$11.7 billion



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AUGUST 25-28, 2011 HOUSTON



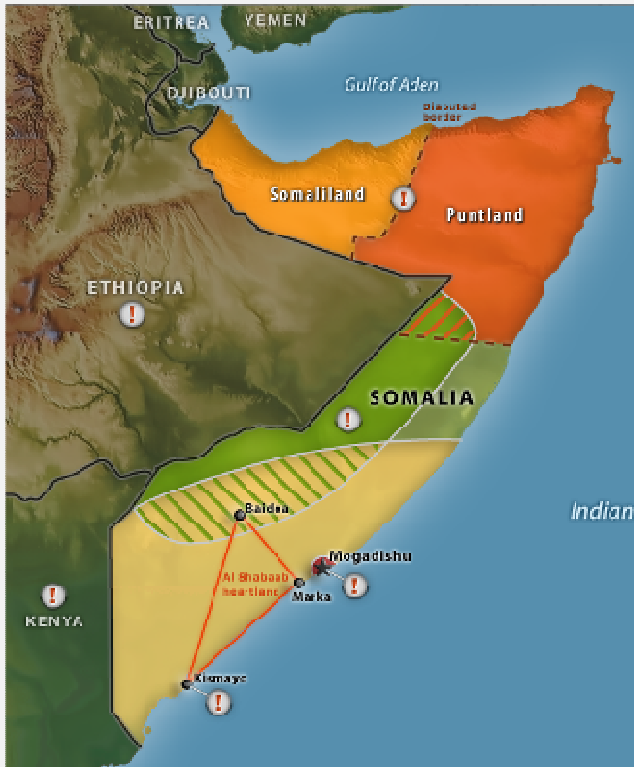
Protecting Soft Targets – Mitigating Terror Attacks on Hotels

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Recent History

Hotel Attacks in Somalia



- **Medina Hotel Attack**

6/18/09, VBIED, 25 killed 39 wounded

- **Shamow Hotel Attack**

12/3/09, suicide bomber, 57 killed
incl. 3 ministers; 200 wounded

- **Muna Hotel Attack**

8/24/10, a suicide bomber and
gunmen, 32 killed
incl. 6 parliamentarians



Recent History



Amman Hotel Attacks - November 2005

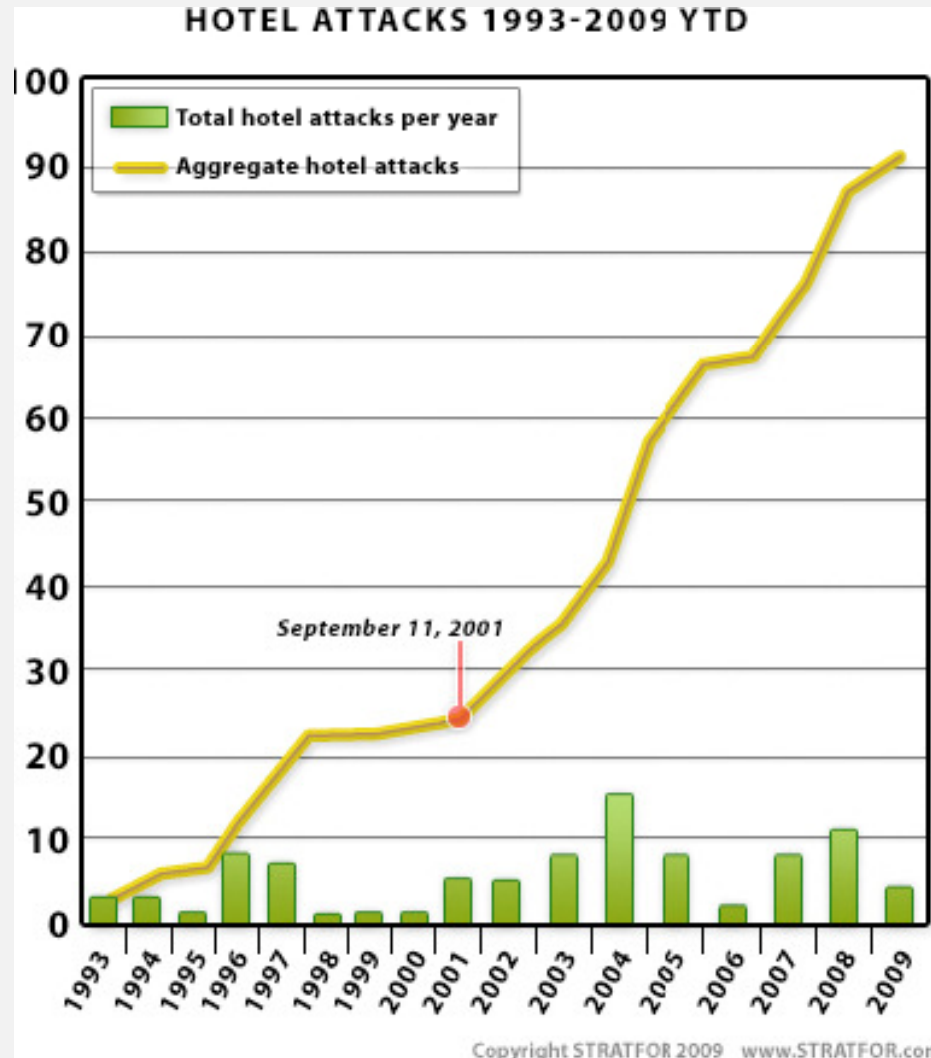


The Militant Threat to Hotels Report

8 September 2009



“What keeps me up at night?”



Intelligence Gathering

- **Official sources**
 - Overseas Security Advisory Council
 - US Embassies
 - Other government agencies
- **Contract sources**
 - 3 US based intelligence sources
 - 2 UK based intelligence sources
- **Organizations**
 - HSWG, PSIC



Current Threat Chart (as of August 1, 2011)

RED

- Egypt
- India
- Indonesia
- Jordan
- Kuwait
- Pakistan
- Philippines
- Saudi Arabia
- Turkey

ORANGE

- Bahrain
- Colombia
- Israel
- Libya (closed)
- Russia

YELLOW

- Chile
- Greece
- Malaysia
- Mexico
- Oman
- Qatar
- Thailand
- U.A.E.

BLUE

- Argentina
- Brazil
- Denmark
- Ecuador
- France
- Georgia
- Germany
- Honduras
- Italy
- Jamaica
- Kazakhstan
- Netherlands
- Singapore
- Spain
- U.K. (London)
- Venezuela

Threat Condition “Red” Precautions



- Security Officer at front entrance at all times
 - Security patrols of perimeter hourly
 - Note and approach anyone taking photos
 - Metal detector screening of all persons entering hotel
 - Guest’s luggage inspected
 - Identification required and recorded for all vehicles entering parking lots
 - No vehicles unattended within 20 meters of building
 - All vehicles inspected prior to entry in parking lots
 - Current lists of associates and guests emailed to central repository daily
- ❖ *Threat Condition Procedures are audited*

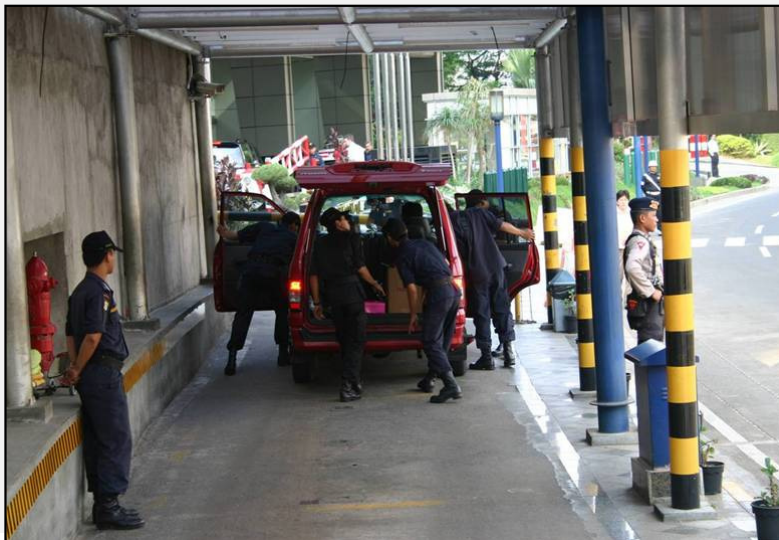
JW Marriott & The Ritz-Carlton Jakarta



JW Marriott & Ritz-Carlton Jakarta

Before 17 July 2009 Attacks

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15 July 2009 – 2 Days Before the Attacks

Nuri arriving in a Blue Bird cab

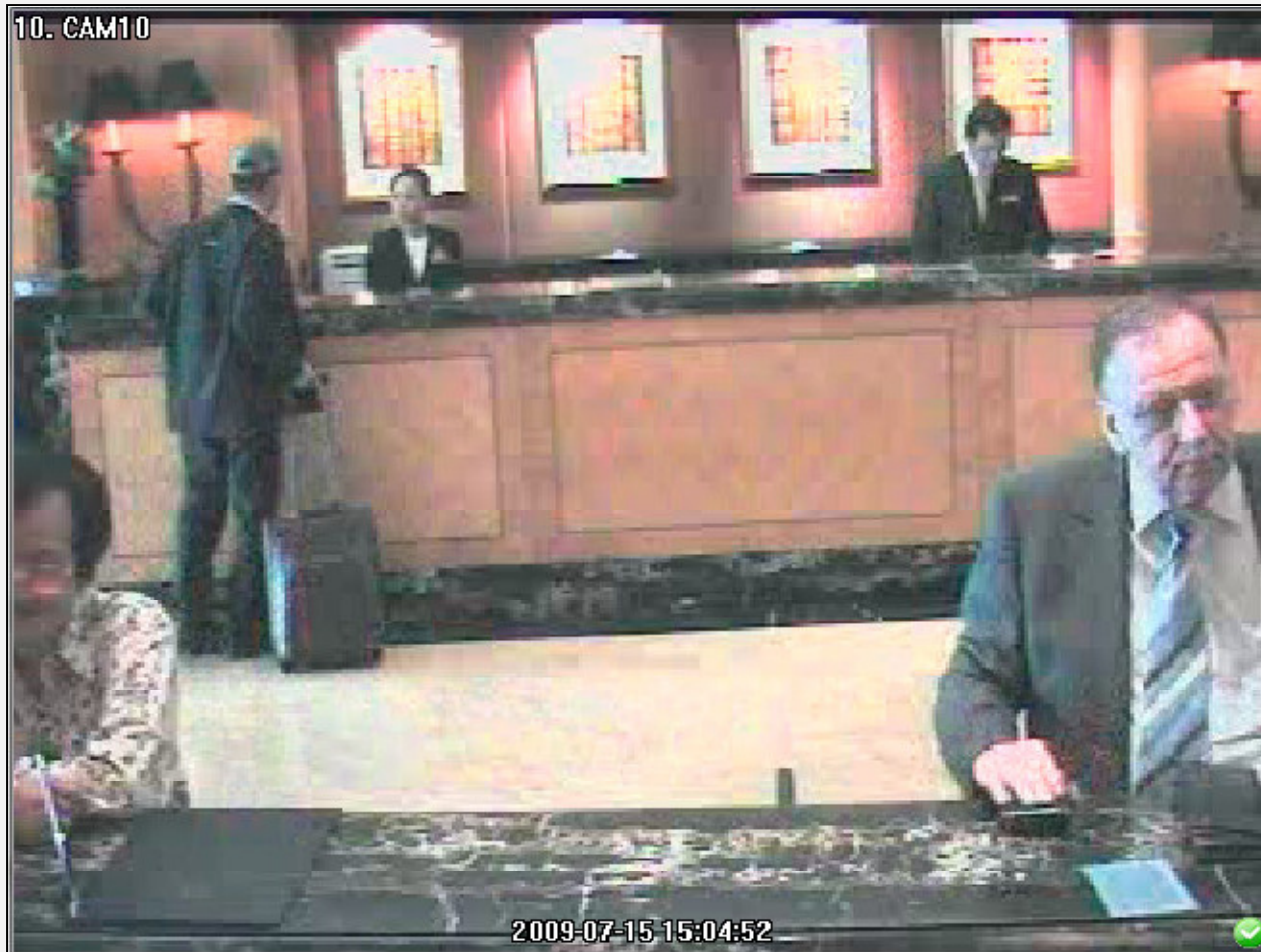


15 July 2009 – 2 Days Before the Attacks

Nuri walking towards metal detector



Nuri Checks In



Room #1808 – Door Lock Activities



14/07	1:58 PM	1808			
14/07	2:17 PM	HM (ROOM SERVICE 1)			
14/07	5:09 PM	1808			
14/07	9:47 PM	1808			
15/07	7:52 AM	HM (ROOM SERVICE 1)			
15/07	10:24 AM	HM (M ZAKI AKBAR)			
15/07	10:33 AM	HM (M ZAKI AKBAR)			
15/07	11:02 AM	MD18 (MAID 13-A)			
15/07	11:50 AM	MD18 (MAID 13-A)			
15/07	12:45 PM	HM (M ZAKI AKBAR)			
15/07	12:52 PM	HM (ROOM SERVICE 1)			
#####	#####	New Guest	#####	#####	#####
15/07	3:17 PM	1808	SILFANNA - GSA	15/07/2009	3:08:24 PM
15/07	7:15 PM	1808 Copy Number 1	LANNY SEPTIANY	15/07/2009	7:13:10 PM
16/07	8:47 AM	1808 Copy Number 1			
16/07	2:28 PM	1808			
16/07	6:13 PM	1808 Copy Number 1			
16/07	8:13 PM	1808 Copy Number 1			
17/07	7:26 AM	1808 Copy Number 1			
17/07	10:27 AM	MD18 (Emergency Card 18/1)			
17/07	10:52 AM	1808 Copy Number 2	INDRA MUAZ - DM	17/07/2009	10:42:32 AM
17/07	12:05 PM	1808 Copy Number 2			
17/07	10:39 PM	MC1 (DUTY MANAGER)			
18/07	1:19 PM	MC1 (NIKO HENDRATMO)			
19/07	10:53 AM	MC (Arun Kumar DOR)			

17 July 2009 at 7:45 am
Nuri walking towards the lounge



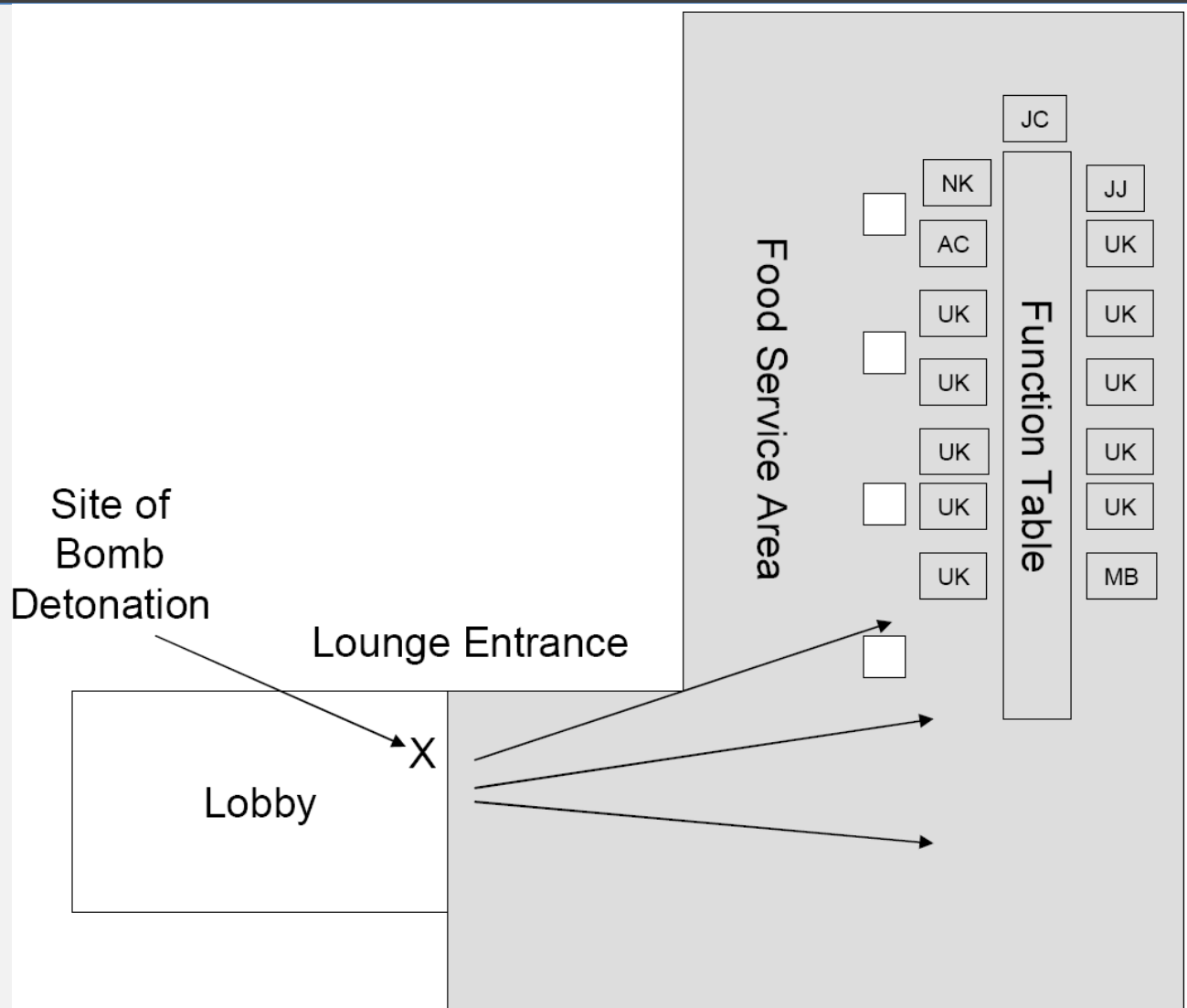
Explosives went off



The Aftermath – JW Marriott



JW Lounge Diagram



17 July 2009 at 7:50 am
Bomber in lobby



Bomber walking toward Airlangga restaurant



7:53 am - Bomb went off



The Aftermath – Ritz-Carlton



17 July 2009 at 6:51 am

Ibrahim and bomber entering employee entrance



17 July 2009 at 6:51 am

Ibrahim and bomber entering employee entrance



8 July 2009 – 9 days prior to the attacks

Ibrahim and bomber entering employee entrance

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8 July 2009 – 9 days prior to the attacks

Ibrahim and bomber entering Airlangga

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Dani and Nana – Pre-attack surveillance



Dealing with the a Hotel Terrorist Attack



- Have a system for risk analysis. Understand the threat and implement preventative measures to defeat or mitigate an attack.
- First responders should be trained in triage.
- Evacuation needs to be considered carefully.
- Window film saves lives.
- Initial crisis meeting should be brief and confined to immediate needs. Have a plan to access guest and employee lists.
- Consider how to deal with media
 - Become a “myth buster”
 - Tell your story
- Dealing with authorities
- Counseling for associates
- After action review

JW Marriott & Ritz-Carlton Jakarta

After 17 July 2009 Attacks



Promote Security Awareness

SECURITY ALERT SEE SOMETHING? 

BACK OF THE HOUSE
 "If you observe a hazard or situation, notify a Security Officer or your Supervisor immediately."

 TAKING HOTEL PICTURES	 POSSIBLE EXPLOSIVE DEVICE	 LOCK TAMPERED WITH
 UNAUTHORIZED PERSON IN BACK OF HOUSE	 UNATTENDED BAG	
 STERLING CHEMICALS	 SUSPICIOUS ITEMS	

SAY SOMETHING!

SECURITY ALERT SEE SOMETHING? 

FRONT OF THE HOUSE
 "If you see any of the situations below, please tell a Security Officer or your Supervisor immediately!"

 DIRTY CLOTHING	 SUSPICIOUS DOCUMENTS	 TAKING HOTEL PICTURES
 UNATTENDED BAG	 SUSPICIOUS OBJECTS	 DISRUPTING HOTEL LAYOUT
	 CHECKING IN WITHOUT LUGGAGE	





REPORT IT DO NOT IGNORE IT

- 1) Individuals asking questions about guests, VIPs, events, MICE activities, hotel layout, etc.
- 2) No items left behind (including keys) behind
- 3) Unusual activity (person/behavior) noted
- 4) Unusual odors
- 5) Behavior during arrivals
- 6) Suspicious vehicles
- 7) Behavior with city or nearby tourist police

SAY SOMETHING!

SECURITY ALERT SEE SOMETHING? 

GUEST ROOM AND GUEST FLOOR
 "If you see any of the situations below, please tell a Security Officer or your Supervisor immediately!"

 TAKING HOTEL PICTURES	 UNATTENDED BAG	 POSSIBLE EXPLOSIVE DEVICE
 STRAWMAN IN ROOM	 LARGE AMOUNTS OF CASH	 SUSPICIOUS OBJECTS
 MULTIPLE DOORS LEFT PROPPED AND BATTERIES	 REFUSING ROOM CLEANING	 RAILWAY EQUIPMENT
	 WEAPONS	

SAY SOMETHING!



GSS Academy Program



- Leadership Skills
- Concept of Safety & Design Standards
- Terrorist Attack Case Studies
- Regional Threat Overview
- Threat Conditions – Best Practices
- Surveillance Detection Training
- Explosives Recognition
- Crisis Tabletop Exercises
- Evacuation Procedures
- Trauma First Aid & Triage
- Vulnerability Assessments
- Duty of Care, Claims, Business Case Analysis



Western Branded Hotels



- Sprinkler systems/smoke evacuation
- Electronic door locks
- In-room safes
- Viewports/Night latch/deadbolt locks
- Food sanitation standards
- Trained security staff/Response plans
- CCTV
- Restaurants in-house
- Fitness Center/Entertainment options

***“Security is always too much
until the day it is not enough.”***

William H. Webster. Former Director, FBI



IHG

- 4,442 hotels in 100 countries
- 1,236 hotels in development
- 10 Reservation Call Centers
- 17 Corporate Offices, Data Centers and Business Service Centers
- Approximately 4,000 franchise and over 400 company managed hotels
- Based upon total room count, the world's largest hotel company
- 7 Brands to include:
 - InterContinental Hotels
 - Crowne Plaza
 - Indigo Hotels
 - Holiday Inn Hotels & Resorts
 - Holiday Inn Express
 - Staybridge Suites
 - Candlewood Suites

What Have We Learned?



- That hotels remain high on the terrorist target list.
- That we have a duty to mitigate what is obviously a foreseeable and predictable threat.
- That an intelligence lead, threat based counter terrorism program will enable reasonable and appropriate actions significantly reducing the threat.
- That sharing of security intelligence within the hospitality industry has significantly improved our capability to prevent and defend against a terrorist attack.
- We must study and learn from each incident in order to improve our capabilities in a constructive and meaningful manner.
- That the US State Department through the Overseas Security Advisory Council (OSAC) provides valuable support and intelligence concerning terrorism and other global threats.

What Have We Learned?



- That active hotel counter surveillance can be used to effectively reduce the threat of terrorist attack.
- There are proven techniques and technologies that can be used to reduce the threat.
- There are those who have sought to exploit the threat of terrorist attack against the hospitality industry.
- That security capability now has significantly greater market value.
- Intelligence “networking” is vital to an effective counter terrorism program.
- Social Media can have a significant impact on a counter terror program.

The Threat

June 28, 2011 - KABUL — Nine suicide bombers staged an attack on the Intercontinental Hotel killing an estimated 19 people before they either blew themselves up or were killed by Afghan and Coalition Forces.



The Threat

This particular hotel was in fact not an InterContinental Hotel Group (IHG) branded property although it was identified as such on CNN.

A NATO "Risk Management" Team



The Threat

August 21, 2010: One woman was killed and 35 people were taken hostage in the Intercontinental Hotel in Rio as police clashed with heavily-armed gang members.



The Threat

May 1, 2010- Times Square

Faisal Shahzad admits to trying to set off a car bomb in Times Square.

Police said the SUV bomb could have produced a significant fireball and sprayed shrapnel with enough force to kill.



The Threat

July 9: 2010 – US State Department warns that the Revolutionary Armed Forces of Columbia (FARC) are training to carry out attacks against US citizens staying at the Sheraton and the IC Cali.

July 30 – Authorities seize 200kg of explosives and weapons to be used in the attack along with photographs and diagrams of the hotel.



The Threat

August 2, 2010: Five rockets are launched from the Sinai.

One rocket impacts 25 meters from the InterContinental Hotel Aqaba, Israel.

A cab driver and was killed and two others seriously injured.



The Threat

April 21, 2010: The Holiday Inn downtown Monterrey was attacked in the middle of the night by 50 armed men who abducted five Mexican guests and one hotel employee.



What We Have Learned



- An effective counter-terrorism & global threats program requires a disciplined and structured process through which hotels are comprehensively evaluated for threat/risk exposure and security capability.
- This can be accomplished through a process that is generally referred to as a Threat and Vulnerability Assessment.
- Appropriate and reasonable action can and must then be taken to correct and mitigate the identified vulnerabilities and threats.

Mitigating The Threat

- Threat mitigation can be accomplished through such techniques as:
 - Shatter Proof Film on Windows
 - Vehicle Stand Off Distance
 - Vehicle parking control
 - Perimeter and facility access controls
 - Pedestrian and vehicle access control devices
 - Security personnel
 - Bomb/weapon detection equipment
 - CCTV
 - Hostile Surveillance Disruption Training
 - Security Design and Engineering Guidance
 - Pre-employment background investigations
 - Employee security training programs
 - Emergency Response Procedures: Fire, Fatality, Active Shooter, Bomb Threat, Shelter In Place, etc.
 - Affiliation with local security associations and intelligence agencies

The IHG Counter Terrorism Program



- A threat based, intelligence lead program incorporating:
 - Strategic Threat Assessment for each location based upon geopolitical and economic demographics that identify unique risks and threats
 - Risk Rating of all IHG hotels – Corporate and Franchise
 - On Site Threat and Vulnerability Assessment (Corporate and Franchise) conducted on all high risk locations
 - Site Security Audits
 - Web based Hostile Surveillance Disruption Training
 - Established network of key hotel security directors
 - Hotel Security Director Certification Training Program
 - Close and constant communication with both government and non-government intelligence organizations
 - Sharing of intelligence with other major hotel companies

Intelligence: The Driving Force



- Reliable and timely intelligence is critical to an effective counter terrorism program and crisis management.
- We have found that network relationships that produce reliable and useful intelligence is one of the most powerful weapons in the fight against terrorism.

Professional Intelligence Networking



- US State Department sponsored Overseas Security Advisory Council (OSAC)
- OSAC sponsored Hotel Security Working Group
- NYPD Shield
- International Security Managers Association
- American Hotel Lodging Association
- American Society of Industrial Security
- Department of Homeland Security
- Infraguard

The Value of Counter Surveillance



- We have learned that terrorists consistently conduct extensive surveillance of their intended targets. This knowledge enables us to develop and provide hostile surveillance disruption training to hotel staff and in so doing significantly increase the level of operational security.

Self-Serving Exploitation of the Terrorist Threat



- There are those self-appointed terrorism “experts” who appear to have sought to exploit the threat of terrorism by seeking to impose unrealistic (and self-serving) security “standards” on the hospitality industry.
- These same individuals then offer their services in enabling the hotels to achieve those “standards” and in evaluating compliance.

Market Value of Security



- The threat of terrorism has raised consumer awareness concerning hotel security and counter terrorism capability and as a result operational security now has greater market value for key accounts.

Be Aware of Social Media



- Social Media - Facebook, You Tube, Twitter – should be monitored for the collection of intelligence concerning geopolitical threats.
- Social media can also play a significant role in crisis communication in reaction to critical incidents.

Crisis Communications



- Integrated Crisis Response Plan
- Crisis Communication Plan
- Global Crisis Communication Center
- Regularly Updated Crisis Contact Call Lists
- Crisis Response Table Top Training for Senior Executives
- Media Training for Senior Executives
- Web based Crisis Planning Training Programs

The Basic Elements of Operational Security



- The Basic Elements of operational hotel security are critical to the effectiveness of a counter terrorism program. Every hotel should have at a minimum a:
 - Viable Fire Safety and Emergency Response Program
 - Annual Threat/Risk Assessment
 - A Hotel Security Program built upon Threat Assessment
 - Base line knowledge concerning operational security
 - Routinely reviewed and tested emergency response plans for:
 - Fire
 - Evacuation
 - Bomb Threat
 - Active Shooter
 - Shelter In Place
 - Lock Down
- Training, training, training

What Have We Learned



So, what have we learned?

Although there is no way to completely eliminate the threat of a terrorist attack against a hotel, we are not totally helpless or defenseless. There are processes, techniques and procedures that can be employed to significantly reduce this threat.

Contact Info



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“Be good and you will be lonesome.”

- Mark Twain