

Complex Operating Environment—High-Rise Hotel

The physical characteristics of the estimated 52,000 hotels in the Homeland create a complex operating environment for emergency personnel responding to a terrorist attack. From chain properties to luxury resorts, hotels are diverse and may include multi-use facilities, restaurants, casinos, entertainment venues, and conference spaces. Additionally, hotels are welcoming, open access, and occupied by a transient population, creating security and response challenges.

An effective and comprehensive emergency response is contingent upon interagency coordination and private-sector partnerships. Joint multi-discipline and multi-jurisdictional training for terrorist attacks can greatly enhance preparedness and increase early incident stabilization. It is critically important that all stakeholders, including law enforcement, fire and emergency medical services (EMS), and the private sector plan, train, and exercise together whenever possible to develop and carry out the best potential response to a terrorist attack. The private sector plays a significant role in solving communication, transportation, and utility challenges. For example, operators of critical infrastructure have access to Emergency Operations Centers (EOCs) during natural disasters; however, critical infrastructure personnel are sometimes an afterthought in other crisis staffing plans.

When developing a security plan, stakeholders are reminded to take into consideration current terrorist tactics and trends worldwide, and how this dynamic may have an impact on public safety in their area of operation. Planning should include transition from emergency response to investigation, as well as the continuation of local and regional emergency services.

INCIDENT CONSIDERATIONS

- Tailor response by type of facility, including multi-use, mall, resort, or transit hubs.
- Establish unified incident command and associated resource requirements.
- Establish criteria for evacuation versus shelter in place.

ACTIVE/UNSECURE AREA

UNRESTRAINED ATTACKER(S), HIGH RISK TO FIRST RESPONDERS AND CIVILIANS

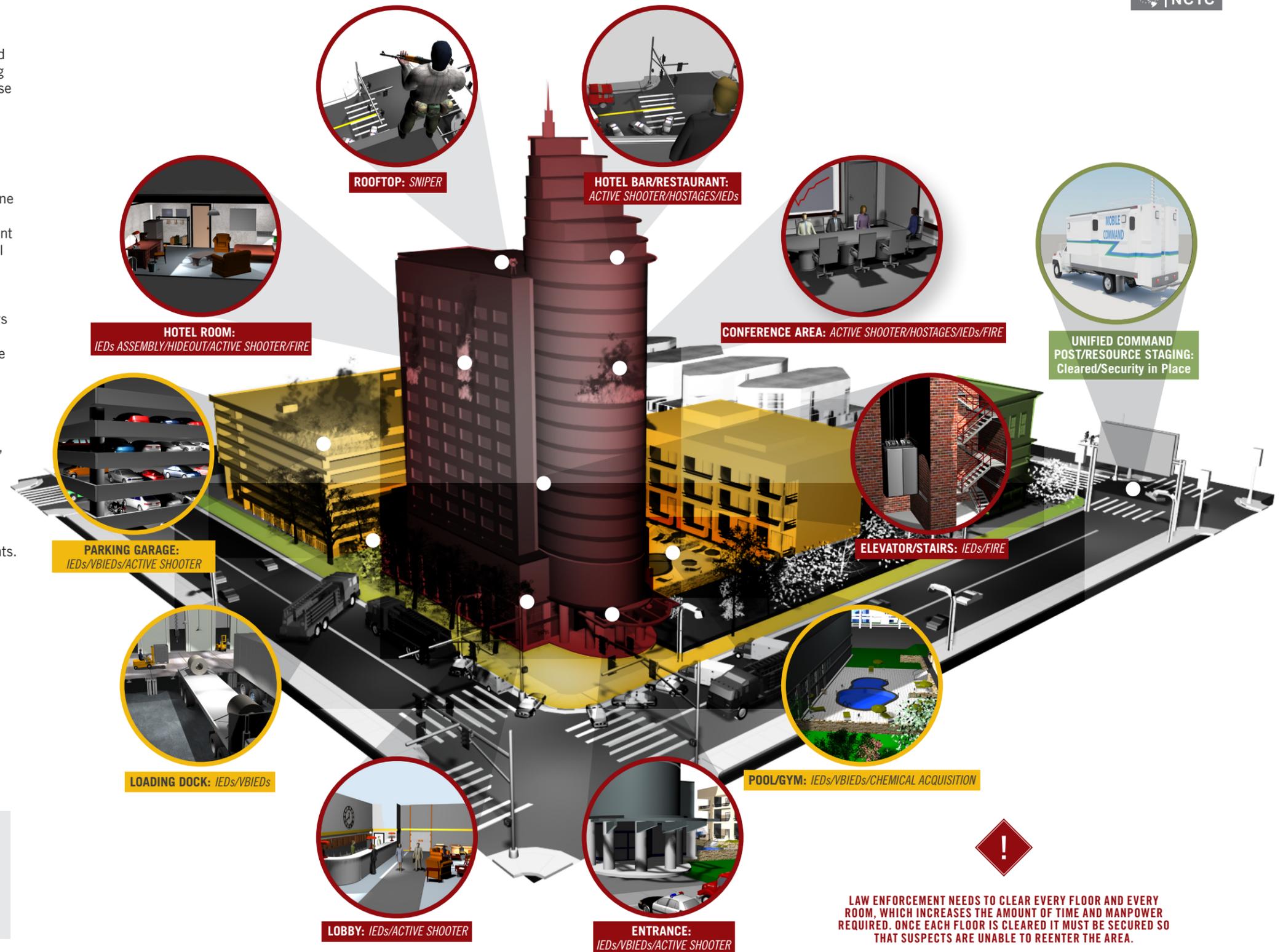
CLEARED/UNSECURE AREA

INITIAL LAW ENFORCEMENT SWEEP COMPLETE; ATTACKER(S) RETURN POSSIBLE; POSSIBLE BLAST/STRUCTURAL DAMAGE - FIRE, SMOKE-UNEXPLODED IEDs REMAIN A CONCERN

SECURE AREA

CLEARED BY LAW ENFORCEMENT, SECURITY MEASURES IN PLACE, AREA MONITORED

(U) **NOTE:** With over 15 million people employed by the hospitality industry in the US, a well-trained and security-conscious staff can act as a force multiplier for recognition and reporting of suspicious activity potentially indicative of terrorism within or adjacent to their respective facilities. For additional information, see First Responder's Toolbox: Hospitality Industry: Enhanced Suspicious Activity Awareness Assists in Terrorism Prevention, 12 November 2019. The product is available on the ODNI website.



LAW ENFORCEMENT NEEDS TO CLEAR EVERY FLOOR AND EVERY ROOM, WHICH INCREASES THE AMOUNT OF TIME AND MANPOWER REQUIRED. ONCE EACH FLOOR IS CLEARED IT MUST BE SECURED SO THAT SUSPECTS ARE UNABLE TO REENTER THE AREA.

NOTICE: This is a Joint Counterterrorism Assessment Team (JCAT) product. JCAT is a collaboration by NCTC, DHS, the FBI, and state, local, tribal, and territorial government personnel to improve information sharing and enhance public safety. The product promotes coordination among intergovernmental authorities and the private sector in identifying, preventing, and responding to terrorist activities. Consider the enclosed information within the context of existing laws, regulations, authorities, agreements, policies or procedures. For additional information contact us at JCAT@NCTC.GOV. This document is best printed in 11 X 17.



Complex Operating Environment—High-Rise Hotel (continued)

TRAINING

- Integrate training—including active shooter, IED recognition and response, Incident Command System (ICS), and mutual aid—with federal, state, local, tribal, and private-sector partners.
- Establish familiarity with hotel staff, locations, and surrounding areas.
- Ensure that training identifies likely emergency-resource needs, for example, hospital beds and ambulances.
- Conduct joint exercises and drills to test plans.

PLANNING

- Conduct vulnerability and threat assessments in coordination with federal, state, local, tribal, territorial, and private sector stakeholders.
- Develop and implement a joint-response plan.
- Determine who can authorize activation of the EOC and under what conditions.
- Ensure that appropriate memorandums of understanding and mutual aid agreements are in place and up to date.
- Ensure integration of effort by hotel security, law enforcement, fire and EMS, and other stakeholders, including annual run-throughs of non-public spaces for familiarization and distribution of floorplans.
- Separate staging areas in accordance with ICS.
- Establish a facility-evacuation plan, including collection points and family-reunification areas.
- Ensure that plan will account for victims, emergency personnel, and witnesses.
- Allocate logistic support, including food, water, facilities, and first responders.
- Starting with evidence preservation, establish post-incident investigation plan.
- Review and assess emergency- and critical-incident–response plan.

MEDICAL

- Large incidents may rapidly deplete local and regional resources, stress even robust incident command structures, and overwhelm EMS. Medical-response planning must address on-scene capabilities, such as ambulance routes and casualty collection points, as well as local hospital surge capacity and special population needs.
- Victims and guests may have special needs.
- Establish dedicated routes for EMS transport.
- Map out nearest trauma centers and hospitals.
- Pre-stage medical equipment.
- Assess threat at emergency triage location after initial incident.
- Identify number of trauma centers and level-one hospitals in the area and include contact telephone numbers.
- Establish mass-casualty plan that includes medical triage.
- Identify hotel staff with first aid training or public safety experience.

- Provide hotel staff with basic first aid training.

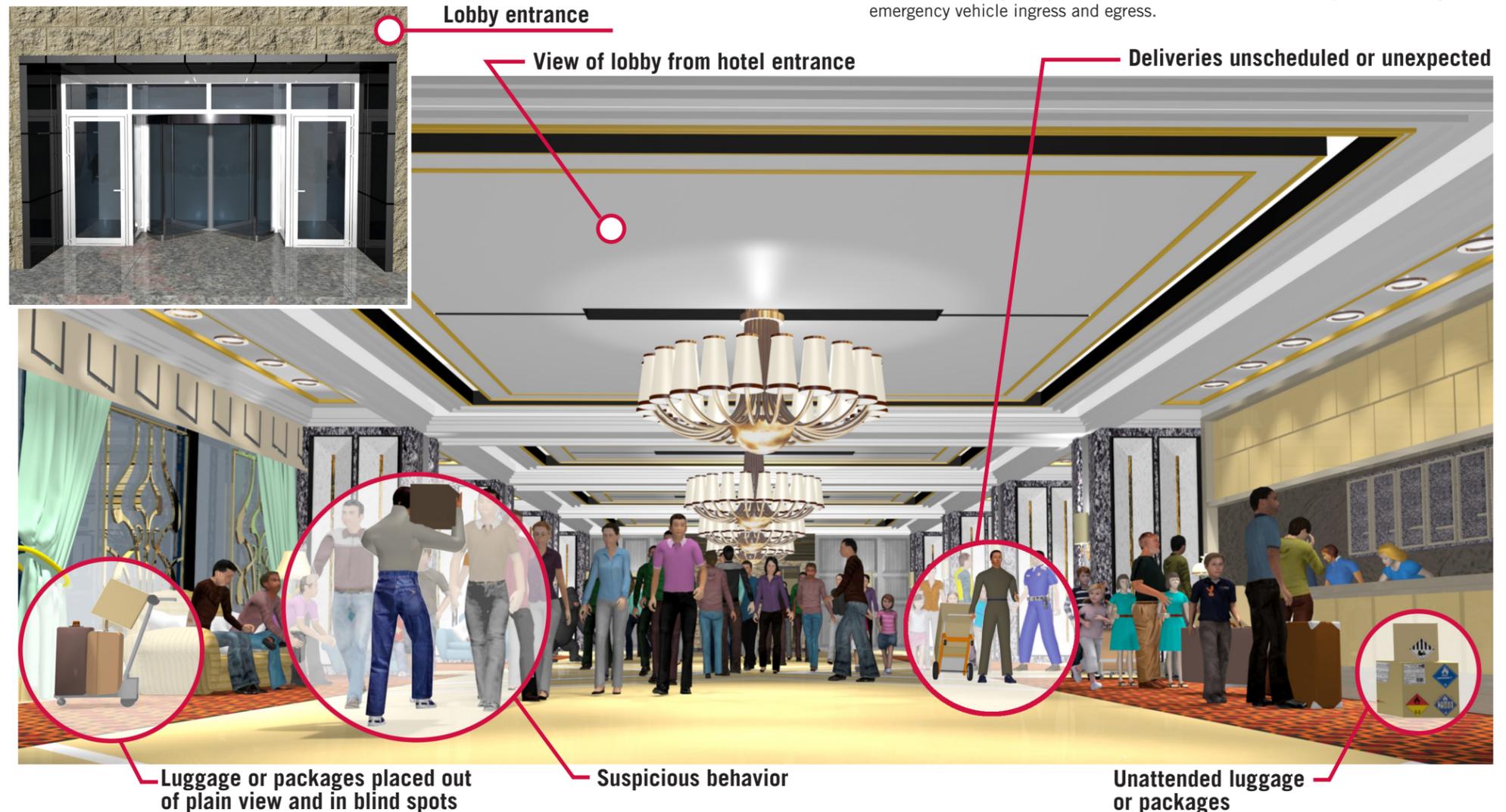
COMMUNICATIONS

- Establish a unified command with interagency communications and interoperable capabilities, augmented with a predetermined communications plan and an alternative plan that includes awareness of radio dead zones in and around the structure.
- Establish a personnel recall plan.
- Ensure that first responders are knowledgeable with, and have access to, security and closed-circuit television areas.
- Consider potential language barriers with non-English-speaking guests and victims.
- Keep an incident log to aid post-incident investigation.
- Designate responsibility for managing incident updates for the press.
- Ensure plan to communicate with public during and after the incident, including

public-address system and social media.

ACCESS CONTROL

- Evaluate existing security plans and consider how they would change during an incident.
- Identify and map all building access locations and inner stairwells and elevators.
- Consider elevator control and security, for example, shutting elevators down, clearing them individually, or running the elevators normally.
- Consider access control during an incident; specifically first-responder access to secure areas.
- Consider how digital access control—including remote, electric door lock, and unlock capabilities—might be used.
- Ensure that emergency plans have established traffic-control points allowing for emergency vehicle ingress and egress.



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PRODUCT FEEDBACK FORM

(U) JCAT MISSION: To improve information sharing and enhance public safety. In coordination with the FBI and DHS, collaborate with other members of the IC to research, produce, and disseminate counterterrorism (CT) intelligence products for federal, state, local, tribal and territorial government agencies and the private sector. Advocate for the CT intelligence requirements and needs of these partners throughout the IC.

NAME and ORG:

DISCIPLINE: LE FIRE EMS HEALTH ANALYSIS PRIVATE SECTOR DATE:

PRODUCT TITLE:



ADDITIONAL COMMENTS, SUGGESTIONS, OR QUESTIONS.

WHAT TOPICS DO YOU RECOMMEND?

