

The Chesley Brown Advisory

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An e-Newsletter provided to clients and friends of Chesley Brown International, Inc.

1190 Winchester Parkway
Suite 100
Smyrna, Georgia 30080

Tel: (770) 436-3097
Fax: (770) 436-8511

www.ChesleyBrown.com

From the Desk of Brent C. Brown

I often contemplate the parallels between military and private security as it pertains to protecting our Nation. I recently accepted an invitation from the Secretary of the Air Force to attend the National Security Forum at the Air War College, Maxwell AFB, Montgomery AL. It was an honor and privilege to sit amongst the civilian participants and the 2007 class of the Air War College and have a candid discussion of our nation's security. Obviously this is not just an Air Force issue and in fact the class included all branches of the military as well as members of NSA, State Department and allied nations. The topics discussed were the current war in Iraq and Afghanistan, the new Africa Command and Cyber Command. Yes, the Air Force is setting up a command to help secure cyber space. The Air Force Secretary and Chief of Staff were looking for active input from the civilian community. Much like we do in business, they are always looking, learning and anticipating what our future holds. I have long felt that private security plays a critical role in our nation's security.



As we continue our daily duties of taking care of our clients, properties, visitors and tenants, we must remain vigilant. I believe it is important that we too not only protect the present but look towards the future, to educationally prepare ourselves for the future of our industry. To that belief and in addition to the strategic plans of this company, I am tasking a group of recently promoted members of the corporate support team to analyze what is the "Future of Security" What will be secured, how and by what means? An ongoing challenge in this industry continues to be separating those serious about security and those who are not. What does this mean? Security is not cheap and trying to secure multi-million dollar properties and high value assets on the cheap will not be successful. Our industry needs to stand up and force this issue. For many years the industry has been plagued by sub-standard companies (companies whose core competencies are cleaning facilities not protecting them). This requires those of us serious about security to stand up and be counted and force congress and others to give us the tools we need to accomplish our growing task. Chesley Brown has and always will stand for quality, integrity and customization. We have been very successful with clients that are in fact "serious" and therefore we owe them that vigilance. The Chesley Brown team continues to grow and we're proud of what we do and stand for.

Semper Vigiles,

Brent C. Brown
Chairman and CEO
Chesley Brown Companies, Inc.

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Bomb Threats

A Common Sense Approach for Planning and Response

Bombs can be constructed to look like almost anything and can be placed or delivered in any number of ways. The probability of finding a bomb that looks like the stereotypical bomb is almost nonexistent. The only common denominator that exists among bombs is that they are designed or intended to explode.

Most bombs are homemade and are limited in their design only by the imagination of, and resources available to, the bomber. When searching for a bomb, anything that looks unusual

should be suspected as a potential explosive device. **Do not touch or disturb in any manner, let the trained bomb technician determine what is or is not a bomb.**

Bomb threats are delivered in a variety of ways. The majority of threats are called in to the target. Occasionally these calls are through a third party. Sometimes a threat is communicated in writing or by a recording. Two logical explanations for reporting a bomb threat are:

1. The caller has definite knowledge or believes that an explosive or incendiary bomb has been or will be placed and he/she wants to minimize personal injury or property damage. The caller may be the person who placed the device or someone who has become aware of such information.
2. The caller wants to create an atmosphere of anxiety and panic which will, in turn, result in disruption of the normal activities at the facility where the device is purportedly placed.

Whatever the reason for the report, there will certainly be a reaction to it. Through proper planning, the wide variety of potentially uncontrollable reactions can be greatly reduced.

Through proper preparation, the accessibility of a property or facility can be reduced by identifying areas that can be "hardened" against the potential bomber. Performing this simple step in the preparation process will limit the amount of time lost to searching, if it is determined that a search is not necessary because of stringent access control. Proper planning can also reduce the threat of panic. If panic occurs the bomber has achieved his/her ultimate goal and the potential for injury and property damage is greatly increased.

In preparing to cope with a bomb incident, it is necessary to develop two separate but interdependent plans, namely a Physical Security Plan and a Bomb Incident Plan. The physical security plan provides for the protection of property, personnel, facilities, and material against unauthorized entry, trespass, damage, sabotage, or other illegal or criminal acts. The Physical Security Plan deals with prevention and control of access to the building. In most instances, some form of physical security may be already in existence, although not necessarily designed to prevent a bomb attack.

The Bomb Incident Plan will normally provide detailed procedures to be implemented when a bombing attack is executed or threatened. In planning for the bomb incident, a definite chain of command or line of authority must be established. Only by using an established chain of command and clearly defined operational procedures can the bomb incident be handled with the least risk to all concerned. A clearly defined line of authority instills confidence in the ability of the security management team to successfully resolve the situation as well as minimizing public hysteria and panic. The following is a series of guidelines to assist in preparing for a potential bomb incident:

1. Establish a written Chain of Command with the Director of Security as the incident response leader.
2. Designate a Command Center to be located in the security dispatch office or other focal point of telephone or radio communications. The roster of Chain of Command designees and Command Center staff will include alternate personnel for each position.
3. An updated blueprint or floor plan of the facility should be obtained and posted in the Command Center.
4. Contact the police department, fire department, and local emergency management agencies to establish a strong liaison with these vital functions.
5. Once a plan has been formulated, invite the local police and/or fire department representatives and members of your staff to inspect the building for areas where explosives are likely to be concealed.
 - Prepare a checklist of these areas for inclusion in Command Center materials.
 - Determine whether there is a bomb disposal unit available, how to contact the unit, and under what conditions it is activated.
 - In developing the Bomb Incident Plan, ascertain whether the bomb disposal unit in addition to disarming and removing the explosive device, will assist in searching the building in the event of a threat.
6. Training is essential in properly dealing with a bomb threat incident.
 - Instruct all personnel, especially those staffing the security dispatch console and the property telephone switchboard, what to do if a bomb threat is received.
 - Be certain that all personnel assigned to the Command Center are proficient in the performance of their assigned duties and are thoroughly trained in the use of communications equipment. The positive aspects of planning will be lost if the leadership is not apparent.
 - It is also very important to organize and train an evacuation unit which will be responsive to the command center and has a clear understanding of the

importance of its role.

Application of Physical Security Measures to Bomb Incidents

In considering physical and procedural measures to increase security for property, it is recommended that a security audit be conducted for guidance regarding a specific plan for a facility. There is no single security plan that is adaptable to all situations; however, the following recommendations can be used to determine vulnerability and provide a foundation to develop a comprehensive plan to manage bomb incidents.

1. Analyze the exterior perimeter of the facility to determine how effective it is in deterring an attack.
2. Parking should be restricted, if possible, to 300 feet from the building or any building in a complex. If restricted parking is not feasible and there is a serious threat, properly identified employee vehicles should be parked closest to your facility and visitor vehicles parked at a distance.
3. Curb parking should be strictly forbidden.
4. According to circumstances and threat level, abandoned vehicles or unidentified vehicles left overnight should be immediately towed.
5. Provide strong access control at loading docks and service areas.
6. Heavy shrubs and vines should be kept close to the ground to reduce their potential to conceal criminals or bombs.
7. Providing highly visible security patrols can be a significant deterrent.
8. Installation of closed circuit television cameras CCTV may be able to provide supplemental coverage for critical areas of the facility.
9. An intrusion detection system also offers an improved level of facility security.
10. Where feasible entrances and exits can be modified with a minimal expenditure to channel all visitors through a security console and implementing a sign in and out procedure.
11. Proper entrance/exit doors security is vital in a comprehensive security plan.
12. All exposed lock mechanisms should be protected with lock guards.
13. Consider protection for all exterior openings such as windows, air intakes, skylights, etc. Local fire codes should be researched and safety considered before any of these renovations are implemented.
14. According to feasibility, procedures to screen and identify all personnel entering a facility should be implemented. These controls should extend to the inspection of all packages and materials being taken into critical areas.
15. Train security personnel to be alert for people who act in a suspicious manner, as well as objects, items, or parcels which look out of place or suspicious.
16. Air handling equipment, chiller equipment, boiler rooms, mailrooms, computer areas, switchboards, mechanical/electrical rooms, and elevator control rooms should remain locked when not in use. Where appropriate, intrusion detection equipment should be installed to notify security in the event of an unauthorized entry.
17. It is important to establish a procedure for the accountability of keys, especially master keys. If keys cannot be accounted for, locks should be changed.
18. Trash or dumpster areas should remain free of debris.
19. Maintain open lines of communication with tenants and good public relations.

Responding to Bomb Threats

All security personnel, including property management employees, should be trained on what to do if a bomb threat is received. It is always desirable that more than one person listen to the call. This can be accomplished by training personnel on a covert signaling system, or by establishing a "conference call" connection to another staffed location.

A calm response by the call taker to the bomb threat caller could result in obtaining additional information. This is especially true if the caller wishes to avoid injuries or deaths. The call taker should tell the threatening party that the building is occupied or cannot be evacuated in time. This information may lead the bomber to give more specific information on the bomb's location, components, or method of initiation.

The bomb threat caller is the best source of information about the bomb. When a bomb threat is received, the call taker should:

1. If caller ID service is available, note the number listed.
2. Begin completing the Bomb Threat Questionnaire/Checklist.
3. Make notes on specific words, phrases, and sentences the caller says
4. Keep the caller on the line as long as possible. Ask him/her to repeat the message.

- Record every word spoken by the caller.
5. If the caller does not indicate the location of the bomb or the time of possible detonation, ask him/her specific information about this.
 6. As previously mentioned, inform the caller that the building is occupied and the detonation of the bomb could result in the taking of human life or cause serious injury to many innocent people.
 7. Pay particular attention to background noises, such as engines running, music playing, indication of busy highway, and any other noise that may give a clue to the location of the caller.
 8. Listen closely to the voice (male, female), voice quality (calm, excited), accents, and speech impediments. Immediately after the caller hangs up, report the threat to the person designated by management to receive such information.
 9. Report the information immediately to the security Chain of Command, property management, and law enforcement. Who is notified and the sequence of notification should be established in the Bomb Incident Plan along with who is tasked to contact the authorities.
 10. The call taker must remain available, as law enforcement personnel will want to interview him/her.
 11. When a written threat is received, save all materials, including any envelope or container. Once the message is recognized as a bomb threat, further unnecessary handling should be avoided. Every possible effort must be made to retain evidence such as fingerprints, handwriting or typewriting, paper, and postal marks. These will prove essential in tracing the threat and identifying the writer.
 12. While written messages are usually associated with generalized threats and extortion attempts, a written warning of a specific device may occasionally be received. It should never be ignored.

Bomb Threat Response Actions

The most serious of all decisions to be made by management in the event of a bomb threat is whether to evacuate the building. Essentially, there are four alternatives when faced with a bomb threat:

1. Ignore the threat.
2. Limited search of specific target areas, notify affected parties.
3. Evacuate immediately.
4. Search and evacuate if warranted.

Ignore the Threat – Ignoring the threat completely can result in some problems. While a statistical argument can be made that very few bomb threats are real, it cannot be overlooked that bombs have been located in connection with threats. If employees learn that bomb threats have been received and ignored, it could result in morale problems and have a long-term adverse effect on your business. Also, there is the possibility that if the bomb threat caller feels that he/she is being ignored, he/she may go beyond the threat and actually plant a bomb.

Limited Search of Affected Areas - In many cases the caller will identify specific locations in a specified tenant or common area. This may allow for a discrete search only of the affected area without disrupting the entire property. In these cases the manager of the affected tenant must agree to and be involved in the process. If a device is not located and the time of detonation expired, then the business may resume normal operations. It must be emphasized that property management or the tenant manager assumes responsibility in calling for the search, evacuation of the premises, and resumption of normal activities if the authorities are not involved.

Evacuate Immediately - Evacuating immediately on every bomb threat is an alternative that on face value appears to be the preferred approach, however, the negative factors inherent in this approach must be considered. The obvious result of immediate evacuation is the disruptive effect on a business. If the bomb threat caller knows that the policy is to evacuate each time a call is made, he/she can continually call and force a business to a standstill.

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

Evacuation

If the decision is made to evacuate the property, it should be done in accordance with a written site-specific plan for Emergency Evacuation. It should be noted that once the authorities are on site, the property manager will take direction from the officer in charge. The following additional items should be considered for inclusion in an evacuation plan because of a bomb threat.

1. Prioritize evacuation by the floor level.
2. Open exterior doors and windows to reduce the effects of a potential blast.
3. Train security employees in evacuation search techniques for people and suspicious packages.
4. Volunteer personnel can be solicited to assist in evacuation and search functions. Special assistance should be available for people with physical disabilities.
5. When police officers or firefighters arrive at the building, the contents and the floor plan will be unfamiliar to them if they have not previously reconnoitered the facility; therefore, it is extremely important that the evacuation and/or search members be thoroughly trained and familiar with the floor plan of the building and immediate outside areas.
6. When a room or particular area is searched, it should be marked or sealed with a piece of tape and reported to the supervisor of that area.
7. The evacuation and/or search members should be trained only in evacuation and search techniques and not in the techniques of neutralizing, removing or otherwise having contact with the device. **If a device is located, it should not be disturbed.** Security should be called to protect the scene and restrict access to the area. Law enforcement should be advised of the location for a response.

Search Teams

It is advisable to use more than one individual to search any area or room, no matter how small. Searches can be conducted by supervisory personnel, area occupants, or trained explosive search teams. Using area occupants to search their own areas is the best method for a rapid search. The occupants' concern for their own safety will contribute toward a more thorough search. Furthermore, the personnel conducting the search are familiar with what does or does not belong in a particular area. One drawback of this search method is the increased danger to non-evacuated workers.

The search conducted by a trained team is the best for safety, morale and thoroughness, though it does take the most time. Using a trained team will result in a significant loss of production time. It is a slow operation that requires comprehensive training and practice.

The decision as to who should conduct searches ties with property management, and should be considered and incorporated into the Bomb Incident Plan.

Search Technique

When developing search techniques, the plan should be based on the established room search plan developed by law enforcement, the FBI, and other emergency response agencies. This plan can be readily adapted by the Director of Security of any property and all employees can be trained in its implementation. The room searching technique can be expanded. The same basic technique can be applied to search any enclosed area. Do not rely on random or spot-checking of only logical target areas. The bomber may not be a logical person. The basic components of this plan are:

1. Divide the area and select a search height.
2. Start from the bottom and work up.
3. Start back-to-back and work toward each other.
4. Go around the walls and proceed toward the center of the room.

Suspicious Package Located

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

1. Report the location and an accurate description of the object to the appropriate search supervisor and Command Center.
2. Identify the danger area, and block it off with a clear zone of at least 300 feet, including floors below and above the object.

3. Check to see that all doors and windows are open to minimize primary damage from a blast and secondary damage from fragmentation.
4. If available and safe to do so, place sandbags or mattresses or other soft materials around the suspicious object. Do not attempt to cover the object or place metallic objects near the device.
5. Evacuate the building (the property manager or officer in charge is responsible for evacuation decisions).
6. Do not permit re-entry into the building until the device has been removed / disarmed, and the re-entry authorized by the proper authorities.

Handling the News Media

News releases and press relations will be handled according policies and procedures established by property management. This policy should emphasize the importance that employees do not make any statements to the media, even “off the record,” and all inquiries be directed to property management or one individual appointed as the spokesperson. Further, all other persons should be instructed not to discuss the situation with any outsiders, especially the news media. The purpose of this provision is to furnish the news media with accurate information and to see that additional bomb threat calls are not precipitated by irresponsible statements from uninformed sources. It will also ensure protection of evidence that only the perpetrator may know and can be used in identifying a suspect.

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Chesley Brown International Employee Spotlight

Lucy Bardwell – Director of Security, Kauffman Foundation



Lucy Bardwell joined Chesley Brown International in January 2007. The Kauffman Foundation is located on a 36 acre park which houses Foundation offices, a large conference center and a memorial garden. She has worked at The Kauffman Foundation since 1999. Lucy has over 20 years of security experience and before working at the Kauffman Foundation, she worked with Chesley Brown as the Assistant Director of Security for the Country Club Plaza.

“Security is basically about people. As important as it is for officers to be proficient in their basic 'security' skills, it's equally important that they have excellent 'people' skills. The ability to communicate properly, have a sense of empathy and to understand the importance of good customer service skills goes a long way in earning the trust and respect of the public.”

Lucy is a self-described “food lover” who enjoys trying new restaurants as well as spending time with her two Italian Greyhounds, Bella and Blue.

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Achieving Good Records Management

Insurance companies and others need to create and meet high standards for storing and protecting records to prevent security breaches and regulatory litigation. Records management is distinct from document management, as records comprise data crucial for the organization's operability and health. Companies should begin by defining which records should be archived, how, and for how long. Then, archivists must develop an indexing standard, or metadata, that will accompany the archive. Since the index guarantees the records will be accessible in the future, metadata must be clear, categorized, and complete. In terms of security, organizations should limit and supervise access to the indexing information database. To counteract the possibility of internal blackmail or sabotage, archivists should ensure that hard copies are safe from fire and water damage. Companies need to create and store electronic copies of the records in various locations. Finally, to protect online data, organizations should use a secure Web site, employ user names and passwords, and make sure that all Web site traffic is encrypted. Highly sensitive data may necessitate the combined use of passwords and user IDs with the use of synchronized hard authentication, note experts.

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