



The Real Estate Roundtable

**STATEMENT OF ALAN ORLOB  
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**ON BEHALF OF  
THE REAL ESTATE ROUNDTABLE  
AMERICAN HOTEL AND LODGING ASSOCIATION**

**BEFORE THE  
SENATE COMMITTEE ON HOMELAND SECURITY & GOVERNMENT AFFAIRS**

**HEARING ON  
LESSONS FROM THE MUMBAI TERRORIST ATTACKS, PART II**

**JANUARY 28, 2009**

## **Introduction**

Thank you, Chairman Lieberman, Senator Collins, and members of the committee for the invitation to address the committee and discuss lessons learned from the Mumbai terrorist attacks.

My name is Alan Orlob. I am Vice President for Corporate Security and Loss Prevention at Marriott International Lodging, the international hotel business line of Marriot International, Inc. In that capacity I oversee all international security operations and crisis management. Before joining the private sector and concurrent with my employment at Marriott, I served with U.S. Army Special Forces. My active and reserve duty spanned a total of 24 years. I've attached additional information about Marriott's security policies as an exhibit A to the written testimony and stand ready to provide more detail on those policies if the committee would find that useful.

With respect to my professional affiliations, I currently serve as a committee chair on the U.S. State Department's Overseas Security Advisory Council (OSAC), and am a member of the Private Security Advisory Group at the Center for Strategic and International Studies (CSIS). In addition, I am a member of the International Security Management Association and the American Society of Industrial Security.

In addition to Marriott, I am testifying today on behalf of the Real Estate Roundtable ([www.rer.org](http://www.rer.org)) where William Shaw, President of Marriott International, Inc. served recently as the Chair of its Homeland Security Task Force. The Real Estate Roundtable is comprised of senior principals from America's top public and privately owned real estate entities that span every segment of the commercial real estate industry. These leaders of the nation's top public and privately-held real estate ownership, development, lending and management firms join with the leaders of 16 national real estate trade associations to jointly address key national policy issues relating to real estate and the overall economy including homeland security. The Roundtable operates the Real Estate Information Sharing and Analysis Center ([www.reisac.org](http://www.reisac.org)) a two-way information sharing partnership between the real estate industry and homeland security officials.

I am also testifying on behalf of the American Hotel and Lodging Association ([www.ahla.org](http://www.ahla.org)) where my colleague, Chad Callaghan served for many years as the Chair of their Loss Prevention Committee. AH&LA is a 99-year-old dual membership association of state and city partner lodging associations throughout the United States with some 10,000 property members nationwide, representing more than 1.4 million guest rooms. AHLA has ongoing initiatives to educate their industry on security issues including workplace violence, planning for emergencies, crisis communications. In addition they have developed a strong partnership with DHS on a variety of issues including terrorism awareness training for our industry

## **Visiting Mumbai; Assessing the Risks**

On November 26, the world watched in horror as ten gunmen entered the city of Mumbai, India and laid siege. Four of the shooters entered the Taj Mahal Hotel, another two attacked the Trident and Oberoi Hotels.

I traveled to Mumbai three weeks after this horrific event with my regional director to study what had happened. We went to the Taj hotel, expecting to stay less than an hour. Instead, we spent almost three hours, inspecting the scene of the carnage briefly and then spending considerable time answering questions from the Taj Group Executive Director of Hotel Operations as to how they could secure their hotel in the future. As reported widely throughout the media, he was frustrated with the intelligence provided by the government and the police response.

While we were in Mumbai, we heard reports that the Home Minister had made a speech, asserting that before the attacks our hotel, the JW Marriott Hotel in Mumbai, had been cased as a possible target. In fact, on September 26, I received an email message from our general manager, advising me that the Indian intelligence services had visited him with information of a possible threat. When I heard this news, I dispatched my regional security director to Mumbai to make our own risk assessment, to ensure that all of our security procedures were being followed and to advise the hotel as to how they could add even greater security. We had been watching the changing security situation in India and in response we had directed our hotels in the country to implement procedures for “threat condition red” – our highest security level- over a year ago.

The tactics used against the hotels in Mumbai were not new. A similar attack had been staged at the Serena Hotel in Kabul, Afghanistan a year earlier. In September, we had been attacked by a large truck bomb in Islamabad. The Hyatt, Radisson and Days Inn Hotels were attacked by suicide bombers in Amman, Jordan in 2005. A Hilton hotel in Taba, Egypt and the Ghazala Gardens Hotel in Sharm El Sheikh were attacked in separate incidents. The JW Marriott Hotel in Jakarta was struck by a Vehicle Borne I.E. D. in 2003.

Hotels present attractive targets especially as traditional government targets such as U.S. State Department facilities undergo hardening that in some cases turns them into fortress like structures. In many cities, hotels and other commercial facilities are icons of commerce and tourism. Our guests include celebrities and diplomats. As the U.S. Government hardened their buildings overseas, terrorists have shifted to softer targets.

Sixteen years ago, as Marriott International Lodging expanded its footprint, we developed a crisis management program. We wrote a crisis manual and designated a crisis team. We conduct training, including table top exercises. We subscribe to a number of commercial security services that provide intelligence. We have analysts based in Washington and Hong Kong to give us a twenty four hour capability of assessing risk. Based on these assessments, we developed specific procedures for hotels to follow. Using a color coded “threat condition” approach; we direct hotels to implement those procedures. Under threat condition blue, our lowest level of enhanced security, we have almost forty procedures. Threat condition Yellow adds additional security layers. At Threat Condition Red, our highest level of security, we screen vehicles as they approach the hotel, inspect luggage and ensure everyone goes through a metal detector.

Our risk assessments are critical to the allocation of resources. We have to be accountable. Our guests – who ultimately pay for this – as well as our shareholders want us to be smart with this money. Limited resources must be applied first to those measures that have the greatest potential for limiting loss of human life and property damage.

In response to our risk assessments, we have added additional physical security measures in certain properties located in high risk areas, including window film, bollards and barriers. X-ray machines are also present in many of our hotels in high risk areas and, where appropriate we employ explosive vapor detectors and bomb sniffing dogs. We have developed further training programs for security officers in properties located in high risk environments. In the wake of the Mumbai attacks, we recently developed an active shooter program, combining physical security with operational security and awareness programs.

### **Lessons Learned from Marriott International Lodging and the Broader Industry's Experience**

In August of 2003, the JW Marriott Hotel in Jakarta was attacked. A suicide bomber drove a vehicle laden with explosives to the hotel, intending to deliver a bomb into the lobby. Our hotel was operating at Threat Condition Red. We had three security officers inspecting vehicles at the entrance to the driveway. They stopped this vehicle bearing explosives and the driver detonated his charge. The security officers all died along with nine other people – mostly security and taxi drivers who were close by. One guest died. If we did not have our security measures in place, the bomber would have been able to drive into the hotel lobby, killing scores if not hundreds.

Last September, we were attacked again. On September 20, at 8:00 o'clock in the evening, a suicide bomber drove a large dump truck to the Islamabad Marriott. As he made a left turn into the driveway, he accelerated and attempted to drive through the barriers. The hotel was using a combination of a hydraulic barrier coming up from the pavement and a drop down barrier to stop vehicles before they were inspected. These barriers contained the vehicle and it was not able to move further. When the bomber detonated his charge, fifty six people died. Thirty of them were our hotel staff members. There were almost 1500 people in the hotel at the time. It was Ramadan and they were dining, breaking their fast. Again, our security measures saved hundreds of lives. Dr. Rohan Gunaratna, a noted terrorism researcher in Singapore, wrote an article shortly afterwards calling the Islamabad Marriott, "the world's most protected hotel". We had 196 security officers, 60 of them on duty at the time, as well as sixty two CCTV cameras looking both inside and outside the hotel and bomb sniffing dogs. It was the type of security that you would never expect to see at a hotel. Terrorist tactics continue to evolve. Our security must evolve as well.

Last July, a group of corporate security directors representing eight major hotel companies convened for the first time in Washington. We understand that an attack against any hotel in a major city will have a deleterious effect on the city, as well as a wider effect on the entire hotel industry. Our objective was to create a networking capability, share best practices, impart intelligence and ascertain how new technology can be used for physical security. We invited vendors to demonstrate technology related to explosive detectors and window film. We revealed what programs we had in place. In November, we met again and looked at technology centered on physical barriers as well as training opportunities with DHS and ATF. OSAC sponsored both of these meetings and provided their analysis of world events. Dr. Gunaratna was invited to share his thoughts on the threat we face.

### Lessons Learned from the Mumbai Attacks

At Marriott International Lodging, we studied the tactics that were employed before and during the hotel attacks in Mumbai. There were several lessons learned that are applicable to high-risk facilities:

- (1) It was widely reported that the terrorists had been in the hotel for several months, at times posing as guests. Taking photographs and learning the layout of the hotel. *Awareness training should be conducted for employees to understand what may be suspicious and should be reported. We recently developed discipline specific posters to be placed in non-public areas of hotels, outlining suspicious activities to increase awareness. The housekeeper cleaning a room who finds diagrams of the hotel should report it. Where feasible, a covert surveillance detection team should be employed that is specifically trained to identify individuals conducting hostile surveillance.*
- (2) It was also widely reported that when the police responded, they were not familiar with the building layout and plans provided to them were outdated and did not indicate where recent renovations had taken place. *Hotel management should develop a relationship with local authorities and conduct joint training exercises. Current Building plans with detailed photographs and video, where available, should be provided to authorities.*
- (3) The Taj Hotel management reported that they had lowered the hotel's security measures due to information provided by intelligence agents. *Hotels should consider the feasibility of obtaining independent intelligence analysis capabilities. Security professionals should interpret intelligence and determine mitigation measures. Hotel managers in most cases are not trained in intelligence analysis and do not understand counter measures necessary to deter or mitigate an attack.*
- (4) The hotel lacked physical security measures which would have made it more difficult for the attackers. This included multiple entrances, lack of a sprinkler system and open stairways. *Hotel design should consider security features early in the architectural planning stage.*

I am happy to provide more detail on any of these suggestions if that is helpful to the committee and look forward to your questions. Again, thank you for inviting me to testify.

## **EXHIBIT A**

Over the past several years, safety and security have become increasingly important to our customers and now ranks as a top criterion in selection of a hotel by business travelers. Marriott International has taken a leadership role in guest safety and security and has the following measures in place at all lodging facilities managed by the company:

- Electronic door locks
- Secondary 1” dead-bolt locks
- Night latches
- Viewports in all guestroom doors
- No guestroom numbers on guestroom keys
- Newer hotels are designed with interior corridor access only
- Most properties have access control on all guest exterior access doors
- Smoke detectors in all guestrooms
- Fire sprinkler systems throughout entire hotel
- Ongoing staff training on security-related issues
- Traveler Safety Tips available in guestrooms
- Emergency Plans
- Shelter-In-Place Plans

In addition, Marriott International plays a prominent role with the U.S. Department of Homeland Security Commercial Facilities Coordinating Council, The U.S. Department of State Overseas Security Advisory Council, and the American Hotel & Lodging Association Loss Prevention Committee, assisting with training programs, security guidelines and security marketing.

Marriott International has long been recognized as being a leader in the hotel industry in safety and security matters, and recently received ANSI Z-10 World-Class Safety Designation. In several media exposés on hotel security, Marriott has been used as the example for other hotels to follow.

Because of the position it has taken on security, Marriott International records losses that are consistently below the industry average.

### **Marriott’s Security Guidelines and Emergency Plans**

#### **Safety & Security Position**

- One of Marriott International’s top priorities is the safety of associates and guests worldwide.
- We have developed security procedures at all of our hotels around the world.
- The Marriott security guidelines for NALO hotels parallel the color coded threat conditions of the U.S. Department of Homeland Security threat conditions (Green, Blue, Yellow, Orange and Red). International hotels use a combination of intelligence services, including Department of State Overseas Security Advisors Council, to determine appropriate threat levels.

- As the threat level increases, each hotel is required, at a minimum, to take certain additional steps in an effort to protect the safety of associates and guests.
- Hotels may take additional steps above the minimum steps at their discretion.
- Due to the nature of terrorist threats, Marriott International's security procedures are proprietary and confidential.
- At the same, Marriott recognizes the need for meeting planners, groups, and certain other third parties to gain comfort with Marriott's security procedures.

### **Emergency Plans**

- All of Marriott-managed hotels around the world are required to have updated emergency plans.
- Hotel emergency plans must, at a minimum, address the following items:
  - ✓ Fire protection systems and procedures
  - ✓ Natural disasters
  - ✓ Procedures for handling immediate evacuation of the hotel
  - ✓ Emergency reporting procedures
  - ✓ Power failures
  - ✓ Terrorism
- Again, due to the need to protect the safety of associates and guests, these plans are proprietary and confidential.
- At the same time, Marriott recognizes the need for meeting planners, groups, and certain other third parties to gain comfort with a hotel's emergency plans.
- Accordingly, the general manager of the hotel in question (or his or her designee) is available to address specific questions and concerns of guests.