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BOMB THREAT

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident.
 - Is anyone injured or in danger?
 - Any media inquiries?
Instruct team member to call you if the media does arrive/calls.
3. Manager on Duty must come to the hotel to assist.
4. When you arrive, make contact with onsite emergency/medical personnel and assist where needed.
5. Call the GM/OM. If not available or if you are the GM/OM, then call your respective Regional VP - Operations.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

CHEMICAL SPILL / LEAK

Major Chemical Spill / Leak:

- Chlorine – 100 pounds (2½ five-gallon containers)
 - Muriatic Acid – 5,000 pounds (hotel never has this quantity on site. For information only.)
 - Sulfuric Acid – 1,000 pounds (hotel never has this quantity on site. For information only.)
 - Gasoline – 1 gallon
1. Verify with team member that the Emergency Procedures steps were followed.
 2. Ask team member for a detailed description of the incident:
 - Is anyone injured?
 - Is the building damaged?
 - Any media inquiries?
Instruct team member to call you if the media does arrive/calls.
 3. Manager On Duty must come to hotel to assist.
 4. When you arrive, make contact with onsite emergency/medical personnel and assist where needed.
 5. Obtain the Safety Data Sheet (SDS) from the master binder.
 - Immediately call the Director of Purchasing and Facilities at 608-662-3609 (w), 608-225-1787 (m) to report this spill/leak. Leave a detailed message if no one answers. They will in turn contact the applicable government agency to report the chemical spill/leak.
 6. Call GM/OM. If not available or if you are the GM/OM, call your respective Regional VP - Operations.

CHEMICAL SPILL/LEAK (continued)

Minor Chemical Spill / Leak:

- Examples include: Chlorine, Muriatic Acid, Sulfuric Acid, Bleach, Freon, Gasoline
1. Verify with team member that the Emergency Procedures steps were followed.
 2. Ask team member is everyone okay?
 - If no, have team member follow the Medical Emergency procedures in the Emergency Procedures Wall Mount.
 - Depending on the severity of the incident, Manager on Duty may need to come to the hotel to assist.
 3. If chemical spill does not require the Manager on Duty to come to the hotel, Manager on Duty must assist team member via telephone in cleaning up the spill. Have team member obtain the Safety Data Sheet (SDS) from the master binder and follow directions for cleanup. Ensure team member uses appropriate Personal Protective Equipment (PPE).

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

DATA INCIDENT

Examples of potential incidents:

- Lost phone, iPad, laptop, tablet or any other device connecting either to NCG's systems or franchise systems (Hilton or Marriott)
 - Call from credit card processor or issuer regarding potential issue
 - Theft of night audit boxes or other paper files that include guest or team member information located at the hotel or offsite storage facility.
 - Discovery of key-logging device on hotel computer
 - Discovery of break-in or other unauthorized entry into wiring closet or back office.
 - Terminated team member accesses NCG or franchise systems after no longer employed
 - Guest contacts property about credit card issue they believe occurred at hotel.
1. The first 24 hours following an incident are critical to contain damage.
 2. Contact the following people *immediately*. The franchises may impose very short deadlines to notify them of an incident so it is imperative to contact the corporate team immediately.
 - Regional Vice President – Operations (RVP)
 - Director of IT (Doug Kinney) at 608-662-3636 (w) or 608-712-7758 (m)
 - Vice President, General Counsel (Cathy Gillman) at 608-662-3615 (w) or 608-692-8177 (m)
 3. Determine facts about incident. There is no specific incident reporting form for a data security incident, but all information should be documented in writing.
 - Interview team members as well as guests that may have witnessed the event(s).
 - Document the following:
 - How the incident was discovered, by whom, and when.
 - Work with RVP and the Director of IT to determine and document the following:
 - Nature of the incident (i.e., what happened),
 - Date and time of incident,
 - The type of data potentially compromised,
 - The quantity of data potentially compromised (e.g., how many unique records, card numbers, etc.)
 - The people, software and hardware systems involved in the incident, and
 - How the data was compromised
 - Is there any video surveillance footage that would be applicable?
 4. Work with the Director of IT to remove or disconnect affected hardware or systems from the network, if applicable.

5. Do not make public statements about the incident to vendors, suppliers, public, media, team members not involved in the incident or its discovery, etc. Gather information and get contact information only.

Administrative Follow-up:

1. Proceed as instructed by the corporate team.
2. Review the Media Relations sheet to be prepared in the event of media inquiries, if instructed by the corporate team to handle media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

DEATH / SUICIDE ATTEMPT

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident.
 - Is anyone else injured or in danger?
 - Any media inquiries?
Instruct team member to call you if the media does arrive/calls.
3. Manager on Duty must come to the hotel if needed to assist.
4. When you arrive, make contact with onsite emergency/medical personnel and assist where needed.
5. Call the GM/OM. If not available or if you are the GM/OM, then call your respective Regional VP - Operations.
6. All NCM/NCH Hotels: Our Immediate Response Partner, A&J Specialty at 800-727-8990 will provide specialized medical clean up if needed, with Regional VP - Operations approval.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

DROWNING

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident.
 - Is anyone else injured or in danger?
 - Any media inquiries?
Instruct team member to call you if the media does arrive/calls.
3. Manager on Duty must come to the hotel to assist.
4. Call GM/OM. If not available or if you are the GM/OM, call your respective Regional Director of Operations/Area Manager
5. The GM/OM needs to make a copy of video segment from security camera system and save it on a flash drive.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

ELEVATOR MALFUNCTION

1. Verify with team member that the Emergency Procedures steps were followed and ask if anyone is currently stuck in the elevator.
2. Ask team member if s/he has been in contact with the Chief Engineer? If no, Manager on Duty must take control of the situation including contacting the elevator company to request assistance to reset.
3. Manager on Duty to assess whether or not to come to the hotel to assist.
4. Manager on Duty to make decision on whether to request elevator company to repair it now or wait until next business day.

What type of maintenance contract does this hotel have? (circle one)

8-hour business day service

24/7 service

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

EVACUATION PROCEDURES

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident:
 - Is anyone injured?
 - Is the building damaged?
 - Any media inquiries?Instruct team member to call you if the media does arrive/calls.
3. Manager on Duty must come to the hotel to assist.
4. When you arrive, make contact with onsite emergency/medical personnel and assist where needed.
5. Call the GM/OM. If not available or if you are the GM/OM, then call your respective Regional VP - Operations.
6. The following Immediate Response Provider will provide fire/water clean-up and temporary board up if needed with Regional Director of Operations/Area Manager approval.
 - NCM Hotels: A&J Specialty – Refer to Emergency Calling Card for phone numbers
 - Apple REIT Hotels: ACT – Refer to Emergency Calling Card for phone numbers
 - All NCM/NCH Hotels: A&J Specialty also provides blood clean-up.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

EXPLOSION

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident:
 - Is anyone injured?
 - Is the building damaged?
 - Any media inquiries?Instruct team member to call you if the media does arrive/calls.
3. Manager on Duty must come to the hotel to assist.
4. Call the GM/OM, If not available, or if you are the GM/OM, then call your respective Regional VP - Operations. If that person is not available, contact the following:
 - NCM Hotels: A&J Specialty – Refer to Emergency Calling Card for phone numbers
 - Apple REIT Hotels: Another Regional VP - Operations (1st), Director of Purchasing and Facilities (2nd).
5. When you arrive, make contact with onsite emergency/medical personnel and assist where needed.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

FIRE

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident:
 - Is anyone injured?
 - Is the building damaged?
 - Any media inquiries?Instruct team member to call you if the media does arrive/calls.
3. If there **is** a fire, Manager on Duty must come to the hotel to assist.
If this is a false alarm, Manager on Duty is to assess whether or not to come to the hotel to assist.
4. Call the GM/OM, and then call your respective Regional VP - Operations. If that person is not available:
 - NCM Hotels: Call A&J Specialty – Refer to Emergency Calling Card for phone numbers
 - Apple REIT Hotels: Another Regional VP - Operations (1st), Director of Purchasing and Facilities (2nd).
5. When you arrive, make contact with onsite emergency/medical personnel and assist where needed.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

FOODBORNE / AIRBORNE ILLNESS

1. Ask team member if this is a current guest staying in-house or a team member. Has more than one individual notified you of similar circumstances?
2. Ask team member what symptoms are being reported.
3. Ask the team member to ask the individual if s/he wishes to seek medical treatment. If yes, call 911 and reassure the individual that help is on the way.
4. If the individual said no, but it is apparent that medical treatment should be sought, direct team member to call 911.
5. If two or more individuals are affected, Manager on Duty must come to the hotel to assist.
6. If two or more individuals are affected, call GM/OM. If not available or if you are the GM/OM, call your respective Regional VP - Operations.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

GAS LEAK

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident:
 - Is anyone injured?
 - Is the building damaged?
 - Any media inquiries?Instruct team member to call you if the media does arrive/calls.

If hotel is being evacuated:

3. Manager on Duty must come to the hotel to assist.
4. When you arrive, make contact with onsite emergency/medical personnel and assist where needed.
5. Call the GM/OM. If not available or if you are the GM/OM, then call your respective Regional VP - Operations.

If hotel is not being evacuated:

6. Manager on Duty to assess whether or not to come to the hotel to assist.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

GUEST THEFT – ROOM & VEHICLE

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident.
3. If the police have been notified and are onsite, Manager on Duty to assess whether or not to come to the hotel to assist.
4. For guest room theft only, Manager on Duty to have the door lock read and details recorded as soon as possible.
5. Follow up with guest until the situation is rectified to all parties' satisfaction.
6. Call the GM/OM.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

INSECT RODENT INFESTATION / ANIMAL DISTURBANCE

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident:
 - Is anyone injured?
 - Is the building damaged?
 - Any media inquiries?Instruct team member to call you if the media does arrive/calls.
3. Depending on the severity of the incident, Manager on Duty may need to come to the hotel to assist.
4. If applicable, when you arrive, make contact with onsite emergency/medical personnel and/or local pest control partner and assist where needed.
5. All NCM/NCH Hotels: A&J Specialty at 800-727-8990 will provide blood clean up and temporary board up if needed, with Regional VP - Operations approval.
6. Call the GM/OM.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

MEDIA RELATIONS

1. Verify with team member that the Emergency Procedures steps were followed.
2. If Emergency Procedures were not followed, Manager on Duty must take control of the situation and make the calls as outlined in the Emergency Procedures.
3. If you are the GM/OM, then refer to the Media Inquiries section of the Risk Management Binder.

MEDICAL EMERGENCIES

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident.
 - Is anyone injured?
 - Any media inquiries?
Instruct team member to call you if the media does arrive/calls.
3. Depending on the severity of the incident, Manager on Duty may need to come to the hotel to assist.
4. When you arrive, make contact with onsite emergency/medical personnel and assist where needed.
5. Call the GM/OM. If not available or if you are the GM/OM, then call your respective Regional VP - Operations.
6. All NCM/NCH Hotels: A&J Specialty at 800-727-8990 will provide specialized or medical clean up if needed, with Regional VP - Operations approval.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

POWER / UTILITY FAILURE

1. Verify with team member that the Emergency Procedures steps were followed.
2. Depending on the extent and cause of the outage, Manager on Duty may need to come to the hotel to assist.
3. When appropriate, contact each hotel department to see if assistance is needed and give direction.
4. Ensure guest and team member safety measures are met.
5. Call the GM/OM.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

ROBBERY / VIOLENT ATTACK / SHOOTING / TERRORISM

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident.
 - Is anyone injured or in danger?
 - Is the building damaged?
 - Any media inquiries?Instruct team member to call you if the media does arrive/calls.
3. Manager on Duty must come to the hotel to assist.
4. Call the GM/OM. If not available or if you are the GM/OM, then call your respective Regional VP - Operations.
5. When you arrive, make contact with onsite emergency/medical personnel and assist where needed.
6. All NCM/NCH Hotels: A&J Specialty at 800-727-8990 will provide specialized or medical clean up if needed with Regional VP - Operations approval.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

SEVERE WEATHER

1. Verify with team member that the Emergency Procedures steps were followed.
2. Is everyone okay?
 - If no, have team member follow the Medical Emergency procedures in the Emergency Procedures Wall Mount.
 - Depending on the severity, Manager on Duty may need to come to the hotel to assist.
3. Any upset guests?
 - If yes, Manager on Duty to assess whether or not to come to the hotel to assist.
4. Any damage to building?
 - If yes, what is the severity? Have team member explain.
 - If it is a guest safety issue, assess with team member if 911 needs to be called.
 - If yes, have team member call 911 and follow the 911 instructions.
 - Manager on Duty must come to the hotel to assist.
 - If it is a building security issue, Manager on Duty must come to the hotel to assist.
 - If the Chief Engineer can fix the issue in-house immediately or within 24 hours, then call the Chief Engineer to come in to the hotel.
 - If it is more serious, call the GM/OM. If not available or if you are the GM/OM, then call your respective Regional VP - Operations. If not available, call A&J Specialty at 800-727-8990.
 - Secure the area if needed.
5. Ask if there had been media inquiries as of yet. Instruct team member to call you if the media does arrive/calls.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.

WATER LEAK / BREAK / INFILTRATION

1. Verify with team member that the Emergency Procedures steps were followed.
2. Ask team member for a detailed description of the incident:
 - Is anyone injured?
 - Is the building damaged?
 - Any media inquiries?Instruct team member to call you if the media does arrive/calls.
3. If it is a major leak or sewer back up that may result in substantial property damage and require significant clean up, Manager on Duty must come to the hotel to assist.
 - If the Chief Engineer can fix the issue in-house immediately, then have him/her come in to the hotel.
 - If it is more serious, call the GM/OM. If not available or if you are the GM/OM, then call your respective Regional VP - Operations.
 - NCM Hotels: If not available, then call A&J Specialty at 800-727-8990.
 - Apple REIT Hotels: Another Regional VP - Operations (1st) then the Director of Purchasing and Facilities (2nd).
 - Secure the area if needed.
4. If it is a minor leak, Manager on Duty to assess whether or not to come to the hotel to assist.
 - If the Chief Engineer can fix the issue in-house immediately or within 24 hours, then call the Chief Engineer to come in to the hotel.

Administrative Follow-up:

1. As soon as the incident is under control, document all facts on the ***Incident Reporting Form for Property Damage / Guest Injury***. Remember to take multiple pictures of area from different angles and distances.
2. Review the Media Relations sheet to be prepared in the event of media inquiries.
3. Look for appropriate Service Recovery opportunities where applicable.