

**WORKBOOK 11.4: BOMB THREAT MANAGEMENT CHECKLISTS**

**Purpose:** To provide checklists to assist bomb threat management teams at critical infrastructure facilities

*Table 1: Bomb Threat Checklist* is an example of a bomb threat checklist that you could modify to include in your region's bomb threat management policy. You should place a copy of this checklist next to every telephone reception area at your critical infrastructure facility.

You may also create a bomb threat card. This is a small card that briefly lists the bomb threat procedures (for example, remain calm, complete checklist) and be distributed to employees or kept next to all telephones that handle incoming public calls. This quick reference will assist employees in managing the call and recording information afterward.

*Table 2: Incident Command Post Checklist* is an example of an incident command post checklist that you should include as part of your bomb threat management policy. To ensure that the incident command post is ready to move and set up quickly, all items needed to control search and response activities should be located together in a portable incident command post kit. Use the checklist in Table 2 to determine your preparedness.

*Table 3: Search and Evacuation Plan* provides guidance for searches by the security team, in the employee work area, and with the assistance of law enforcement. This table also provides helpful information on additional search guidance, explosive device search procedures, and evacuation procedures.

**Table 1: Bomb Threat Checklist**

<b>Information Needed</b>	<b>Information</b>
Location of telephone where call received:	
Exact time of call:	
Exact words of caller:	
<b>Questions to Ask</b>	<b>Responses</b>
When is the bomb going to explode?	
Where is the bomb?	
What does it look like?	
What kind of bomb is it?	
What will cause it to explode?	
Did you place the bomb?	
Why did you place the bomb?	
Where are you calling from?	
What is your name?	

Caller's Voice	Responses
<p>Describe caller's voice. Examples:</p> <ul style="list-style-type: none"> <li>▪ Calm</li> <li>▪ Disguised</li> <li>▪ Nasal</li> <li>▪ Angry</li> <li>▪ Stutter</li> <li>▪ Slow pace</li> <li>▪ Sincere</li> <li>▪ Lisp</li> <li>▪ Laughing or giggling</li> <li>▪ Deep</li> <li>▪ Crying</li> <li>▪ Squeaky</li> <li>▪ Excited</li> <li>▪ Stressed</li> <li>▪ Slight accent</li> <li>▪ Heavy accent</li> <li>▪ Loud</li> <li>▪ Slurred</li> <li>▪ Normal</li> </ul>	
<p>If the voice sounds familiar, whom do you think the voice sounds like?</p>	
<p>Did you hear any background noises? If so, what were they? Examples:</p> <ul style="list-style-type: none"> <li>▪ Voices</li> <li>▪ Cars</li> <li>▪ Trains</li> <li>▪ Machinery</li> </ul>	
<p>Remarks:</p>	

**Table 2: Incident Command Post Checklist**

<b>Incident Command Post Kit</b>	✓
Written Bomb Threat Management Plan	
Facility layout diagram, displaying: <ul style="list-style-type: none"> <li>▪ Search zones</li> <li>▪ Evacuation routes</li> <li>▪ Assembly areas</li> </ul>	
Telephone contact sheet, including: <ul style="list-style-type: none"> <li>▪ Names of floor wardens, management personnel, and maintenance personnel</li> <li>▪ Internal extension numbers</li> <li>▪ Cell phone numbers</li> <li>▪ Emergency contact numbers</li> </ul>	
If security team search method is used: <ul style="list-style-type: none"> <li>▪ One copy of facility layout with search zones</li> <li>▪ Safety instructions</li> <li>▪ Outline of response procedure</li> <li>▪ Telephone extension numbers for primary and alternate incident command points</li> </ul>	
Search zone checklist: <ul style="list-style-type: none"> <li>▪ Description of search zones (rooms, areas)</li> <li>▪ Personnel assigned to zones (floor wardens, search team members, security personnel)                         <ul style="list-style-type: none"> <li>• Radios or cell phones with fresh batteries (if search supervisors are not already equipped)</li> <li>• Flashlights (if search supervisors are not already equipped)</li> </ul> </li> </ul>	

**Table 3: Search and Evacuation Plan**

<b>Security Team Search Procedures</b>	
<ul style="list-style-type: none"> <li>▪ All employees evacuate the facility immediately after the threat is received.</li> <li>▪ During the evacuation, an incident command post should be established at a location outside the facility.</li> <li>▪ Once evacuation is complete, personnel assigned to search teams should assemble at the incident command post.</li> <li>▪ Prior to a search, the search teams should be briefed on search zones and safety procedures.</li> <li>▪ Once briefed, the search teams should systematically search their zones.</li> <li>▪ The search does not end until a suspicious item is identified and the entire facility has been searched.</li> </ul>	
<b>Benefits</b>	<b>Limitations</b>
<p>Places minimal responsibility on the facility’s employees because the search team conducts the search.</p>	<ul style="list-style-type: none"> <li>▪ Requires use of personnel trained in search procedures like supervisors and personnel who are already assigned to other types of crisis management teams, for example hazardous materials responders or firefighters.</li> <li>▪ Requires the facility have an adequate number of personnel trained in search procedures present at all times.                             <ul style="list-style-type: none"> <li>• At most critical infrastructure facilities, there are not enough security personnel on duty to complete this task internally.</li> <li>• Other employees may be required to supplement security personnel.</li> </ul> </li> <li>▪ Requires security personnel and other employees to recognize unusual objects in unfamiliar areas.                             <ul style="list-style-type: none"> <li>• Many are unable to do so.</li> <li>• Often occurs in industrial environments, particularly in areas containing complicated process equipment.</li> </ul> </li> </ul>
<b>Employee Work Area Search Procedures</b>	
<ul style="list-style-type: none"> <li>▪ The incident command post remains inside the facility at a location with adequate communication.</li> </ul>	

- Once the threat is received, the incident commander instructs a runner to contact each supervisor or floor warden (ideally by phone; if not, by radio) to advise of the threat and instruct each supervisor or floor warden to initiate a search of his or her work area.
- The floor wardens make sure that each employee searches his or her personal work area.
- While each department or operations area is conducting its search, security and maintenance personnel search the exterior of the facility and all common areas.
- As each department completes its search, all personnel in that department will either remain or evacuate.

<b>Benefits</b>	<b>Limitations</b>
<ul style="list-style-type: none"> <li>▪ Employees know what belongs in their particular area and what does not.                             <ul style="list-style-type: none"> <li>• Particularly valuable in an equipment-intensive environment, such as a manufacturing or distribution facility.</li> <li>• A security officer will have difficulty searching an unfamiliar area and recognizing what belongs and what does not .</li> </ul> </li> <li>▪ When everyone in the facility is searching a small area, this dramatically reduces the time required to conduct the search.</li> </ul>	<ul style="list-style-type: none"> <li>▪ To be successful, the individuals designated as floor wardens should receive training in search safety and in supervising the search and evacuation of their employees.</li> <li>▪ Floor wardens should receive this training before an incident occurs and practice during periodic drills.</li> <li>▪ Each floor warden should receive a written description of this procedure, complete with instructions for search safety, for future reference.</li> </ul>

**Law Enforcement Assisted Search Procedures**

- All employees are evacuated from the facility.
- The incident commander establishes an external incident command post.
- Local law enforcement arrives on-site and teams with employee volunteers:
  - Employees are familiar with their work site.
  - Employees are more likely to identify anything out of the ordinary.
- Teams are assigned to specific search zones.
- After receiving a briefing, the teams systematically search their zones.
- If the local authorities have access to an explosive detection canine unit:
  - This unit should be initially assigned to search all public areas and the exterior of the building.
  - Once this search is complete, the canine unit can be reassigned to supplement the search teams in sweeping other areas inside the building.
- The search does not end until a suspicious item is identified or the entire facility has been searched.

Benefits	Limitations
<ul style="list-style-type: none"> <li>▪ Does not require a large number of facility security personnel, which is particularly beneficial in situations where there is an inadequate number of facility security personnel to conduct an efficient security team search.</li> <li>▪ Law enforcement officers participating in the search can:                             <ul style="list-style-type: none"> <li>• Request additional assistance from other officers or teams.</li> <li>• Report the situation directly through their internal communications system.</li> <li>• Minimize possible delays caused by relaying communications through an emergency dispatcher.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Not all law enforcement officers are properly trained on bomb searches techniques.                             <ul style="list-style-type: none"> <li>• In this case, it may be necessary to assign a trained employee to each law enforcement officer.</li> <li>• This employee would then direct the search team’s activities.</li> </ul> </li> <li>▪ Command and control issues may arise if there is any ambiguity about responsibilities or authority.</li> </ul>
<b>Additional Search Guidance</b>	
<ul style="list-style-type: none"> <li>▪ <b>Minimize use of wireless communications during the search:</b> <ul style="list-style-type: none"> <li>• The radio frequency energy emitted by radios and cellular phones may initiate an electric detonator.</li> <li>• To avoid the risk of accidentally detonating a bomb, avoid using radios and cellular phones for communications.</li> <li>• If radio or cell phone use is absolutely necessary, use them with caution.</li> <li>• The risk of accidentally initiating an electric detonator by the use of a radio is much less today than it was in the past since most blasting caps presently manufactured are relatively insensitive to radio frequency energy.</li> <li>• However, the possibility of accidental detonation does remain so radios should only be used in situations where there are no other practical options</li> </ul> </li> <li>▪ <b>Do not allow searching for longer than 15 minutes without a rest:</b> <ul style="list-style-type: none"> <li>• It is very difficult to maintain a high degree of awareness for longer than 15 minutes at a time.</li> <li>• Search teams who persist beyond this point without a break may miss the subtle indications of a possible bomb.</li> </ul> </li> <li>▪ <b>Minimize the number of people participating in zone searches</b> — when using the security team search, limit the number of people assigned to searching each zone to a team of two people.</li> <li>▪ <b>Ensure that all areas searched are clearly marked and recorded:</b> <ul style="list-style-type: none"> <li>• Establish a checklist with all rooms or search areas indicated by zone.</li> <li>• As the search of each zone is completed, the teams should report this to the</li> </ul> </li> </ul>	

incident command post and the searched areas should be noted on the checklist.

- All rooms that have been searched should be conspicuously marked with signs or tape.
- **Never assume that only one device is present:**
  - Bombers have used multiple devices on numerous occasions.
  - If one bomb is found, always assume there may be more and continue search activities until the entire building is clear.
- **Never assume that the time of detonation stated in the threat is accurate:**
  - The time of detonation stated in authentic threat calls is frequently inaccurate.
  - Some threat groups deliberately state false detonation times to confuse or discredit authorities.
  - If there is any doubt, abandon search activities and evacuate the building at least 30 to 60 minutes prior to the time stated in the threat call, and do not resume search activities until at least 30 to 60 minutes after the stated time of detonation.
- **Thoroughly search all public areas and exit routes before evacuation:**
  - Includes public areas, assembly locations, and exterior evacuation routes.
  - Historical data reveal that most devices planted in or at facilities are concealed in publicly accessible locations or near the exterior of the building, often near an entrance or exit.
  - Evacuation procedures often require that people pass through these high-risk locations while on their way to the assembly area.
  - Ordering an evacuation before searching these locations may place people at a greater risk than if they had remained inside the facility in their work areas.
- **Never touch, move, or cover a suspicious object.**
- **Never spend more time near a suspicious object than is necessary** — if an object is identified during a search, the search team or employees who discovered the item should:
  - Write down its location and appearance.
  - Immediately leave the area.
- **Minimize use of radios or cellular phones during the search:**
  - As noted earlier, the energy emitted by radios and cellular phones can initiate an electric detonator.
  - If the team identifies a suspicious object during the search, radios should be turned off immediately and the search team should alert the incident commander by telephone (if at a distance from the object) or runner.
- **Under no circumstances** should search team members use radios or cellular phones in close proximity of a suspicious object.
- **If you can see the suspicious object, you are too close!**
  - It may be necessary to post a security force officer or employee to secure the area around a suspicious object to prevent accidental intrusion.
  - Instruct this individual to place as much structural shielding between himself or herself and the object as possible (at least several walls).

- The individual should be able to observe the hallways or areas around the object — **not** the object itself.

### **Explosives Search Procedures**

- When the search team enters the first room, they should separate and move to opposite sides of the room and stand quietly, listening for the sound of a clockwork device.
  - Often, the team can hear a device using a clockwork time delay if the room is sufficiently quiet.
  - Air conditioners, heating systems, and environmental sounds can often mask the ticking of a device or distract the attention of search teams.
  - If possible, searchers should turn off all heating, ventilation, and air condition systems in the room or call the incident command post and request that these systems be shut down.
- The search team first divides the room horizontally into progressive search zones for multiple sweeps to ensure that they search the room completely.
- Conduct sweeps as follows:
  - The first search sweep covers all items from the floor to waist height.
  - The second sweep covers all items from the waist to shoulder height.
  - The third sweep covers all items from the shoulders to the ceiling height.
  - The fourth sweep covers light fixtures, vents, and areas above drop ceilings.
- Next, divide the room vertically:
  - The search team bases this division on the number and type of objects in the room.
  - An imaginary line is drawn through the center of the room to a reference point on the far wall.
  - The search team will split up and sweep everything on opposite sides of the room up to that point, and then back through the center of the room.
  - During this sweep, the search team is inspecting all items up to their waist - the first search height.
  - Pay close attention to any unusual or out of place objects:
    - Pieces of tape
    - Disturbed ground
    - Scrapings or sawdust
    - Electrical wire or wire insulation
    - Loose boards
    - Signs of prying or screwdriver marks
    - Fishing line, picture wire, or string
    - Partly open doors or cabinets
    - Missing screws or bolts on windows or vents
  - Look under rugs, chairs, and desks while being cautious not to disturb anything.
- Once the first sweep is complete, the search team should face the wall again at the same starting point used for the first sweep. Inspecting all objects in the second search repeats the procedure used during the first sweep (working

toward the far side wall and back through the middle of the room).

- When the second sweep is complete, the next search height (shoulders to ceiling) is identified and the search team sweeps the room again.
- Once that sweep is complete, the search team will systematically check the fourth sweep area. Working from one side of the room to the other, the team will inspect any light fixtures, sound speakers, air conditioning vents, and the area above any drop ceilings.
- When the room search is complete, the team will place a piece of tape at shoulder height, across the doorjamb, to indicate that the room has been searched.

### **Evacuation Procedures**

- Designate an outdoor assembly area that should be:
  - At least 100 meters from the facility.
  - Located away from parked cars, entrances, exits, and areas likely to be used for staging emergency vehicles.
  - Clear of any trash dumpsters, bushes, and other items that provide an easy opportunity for concealing a bomb.
- Establish primary and alternate evacuation routes:
  - Primary evacuation route:
    - The route used under normal circumstances if a suspicious object has not been located.
    - Should be designed for maximum efficiency
    - If the critical infrastructure has an existing emergency evacuation plan, this may also be sufficient for this policy.
  - Alternate evacuation routes:
    - Should also be mapped for each area
    - Consider locations for possible placement of an explosive, to avoid passing near them
    - The only employees who should evacuate by the alternate route are those in close proximity to the suspicious object.
    - Employees located in departments away from the suspicious object evacuate by the primary route.