



On Sat, Sep 14, 2019 at 9:06 PM Toni Reed/USA wrote:  
+Curtis Massey, John Miller, Dan Bunch

Dan and John –

Now that the dust has settled, I can tell you a little more about last week's incident.

The incident was challenging because the source of the gas leak was so hard to find. It was being smelled only on the Office floors, not the Hotel. The Office tenants called us to reported the gas smell and that employees were experience headaches and feeling sick, so they self-evacuated. Their actions served to notify us of the issue; there were no alarms. The Hotel did not want to evacuate or have us make any announcements to their areas. This would have been fine, except that there was the unusual circumstance of having an Office tenant in both the Office and the Hotel areas at the same time.

Cushman & Wakefield was having a huge 400-person event on the 5<sup>th</sup> floor in the Hotel's main ballroom. They had all their highest ranking, most senior leaders present. They knew their office was evacuating and were extremely nervous because the Hotel was not evacuating.

My Chief, Luis was on vacation; my Director of Security is on military leave. The Assistant Chief Engineer and Assistant Director of Security positions are currently open. So, we were a bit short-staffed! When Pam called me to tell me about the evacuations, I told her grab my iPad and meet me in the Fire Control Room! I had no choice but to be the Incident Commander. Everyone was asking me questions; including my company's senior leaders and my client, who was also on-scene. I was able to stand my ground though, and keep them calm, while we waited for LAFD to conclude their investigation and for the gas company to arrive.

Finally, the gas company arrived and informed us that a nearby construction site had performed a "gas purge" an hour ago. That site had notified LAPD, So Cal Gas and most Fire Companies, except the one that responded to us! So, then all the pieces fell into place. Because we have outside air intakes on every Office floor and the Hotel does not, the tenants were affected whereas the hotel guests were not. And, because the position of the outside air dampers varies depending on the interior heat load, everyone was affected differently. Had we known the source of the gas leak in advance, we would have closed the dampers, increased the air circulation and kept everyone inside.

We could not have done any of this without our recent tabletop sessions! The app was super helpful and the tenants liked the emergency messages. But, really it was the tabletop sessions that made a huge difference! Because of the tabletop sessions, we felt empowered, confident and able to work as a cohesive team. There are some lessons learned; i.e., I didn't provide updates every 5 minutes, I didn't have my radio and didn't use it to declare that I was the Incident Commander, but it was a great exercise and we all learned a lot! I really cannot thank you enough!!

Thank you! Thank you!!!

**Toni Reed, CPM®**  
General Manager

**From:** Dan Bunch <[dbunch@disasterplanning.com](mailto:dbunch@disasterplanning.com)>  
**Sent:** Saturday, September 14, 2019 3:59 PM  
**To:** Toni Reed/USA <[Toni.Reed@cushwake.com](mailto:Toni.Reed@cushwake.com)>  
**Subject:** Re: Incident

Toni, Great email to read! ..and you had your scribe! Makes me happy to think we may have helped a bit in the overall safety and success of the incident. Stay safe, Dan

On Thu, Sep 12, 2019 at 4:35 PM Toni Reed/USA <[Toni.Reed@cushwake.com](mailto:Toni.Reed@cushwake.com)> wrote:

Yes! All OK. I had my iPad, my scribe next to me, and showed LAFD where all the gas shut off locations were. Used the app to find So Cal Gas' phone number; called them.

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It was great!!

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