



Protect Your Employees & Secure Your Mail Center

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"The best kept secret in the mailing industry"



Events that have changed us forever...

9/11

Anthrax

Irradiated mail

War on Terrorism



What's next?

No one knows.

To be prepared, managers need to move outside of their comfort zone.

We don't know where the road will go, but you don't have to go it alone.



How do you prepare?

1. Identify threats.
2. Conduct a risk analysis.
3. Develop policies.
4. Draft procedures.
5. Prepare contingency and continuity plans.
6. Communicate and train.



Identify threats

International terrorists.

Domestic hate groups.

Disgruntled employees/workplace violence.

Acts of nature (flood, fire, earthquake, flu).



Risk Analysis

Your posture should reflect your company's mission.

Resources include:

- Company/agency security
- Local law enforcement
- Pub 166 Guide to Mail Center Security, USPS Inspection Service
- Workplace Risk Pyramid, OSHA



Develop policies

Policy – a plan or guiding principle.

Address areas identified as priorities in risk assessment.

Get support from upper management and key officials.

Examples:

- Access to mail center.
- X-ray of packages.
- Opening all mail.



Sample policies (private sector)

Deliveries for Senior Executives

All deliveries for senior executives must be sent to the Mail Center for inspection.

No letters or packages should be accepted at the Executive Area unless clearly stamped "Inspected by Mail Services". This includes both internal and external deliveries.

Packages

All staff are reminded that personal packages are not to be sent to the workplace. All packages received at the loading dock are subject to inspection, including x-raying and opening.



Sample policies (government agency)

Personal Mail

Personal mail interferes with the transfer of official correspondence between action offices. Action offices shall restrict the delivery of personal mail to individuals at their duty address because it delays the processing of mail and correspondence. This policy also restricts using agency resources to pick up personal mail from activity distribution pick-up points.

General Policy for Mail

Personnel who handle mail must readily process and transmit these pieces and protect them from damage loss or theft. Treat information in these pieces as confidential and do not disclose to unauthorized persons. Deliver mail addressed by name clearly of personal interest, unopened and only to the addressee. Examples include leave and Earnings statements, materials from the personnel office.



Draft procedures

Procedure – series of steps taken to implement a policy.

Be as specific as possible, and update as needed.

- Employee safety.
- Inbound mail.
- Identifying suspicious packages.
- Outbound mail.

Post procedures in conspicuous locations.



Sample procedure (private sector)

Mail and Packages for Senior Executives

- 1 All mail and packages for senior executives is to be sorted to the "Second Screen" bin in the Mail Center.
- 2 The staff member assigned to the Executive Area will visually inspect all mail and packages for any suspicious characteristics or markings. Any packages deemed as suspicious will be set aside, and the on-duty supervisor should be notified.
- 3 All packages and letters will then be brought to the X-Ray Operation for scanning.
- 4 The X-Ray Operation staff will follow established procedures for scanning and stamping all packages and mail. Upon completion, the packages and mail will be returned to the Mail Center for sorting.
- 5 While sorting the mail for delivery, the staff member assigned to the Executive Area will ensure that all pieces are correctly stamped "Inspected by Mail Services". Any packages or letters not stamped will be returned to the X-Ray Operation for re-scanning.
- 6 On a regular basis, the on-duty supervisor will quality control the process by visually inspecting and initialing mail before it leaves the Mail Center.

Policy Review Date: January 2, 2005.

Reviewed by: _____



Sample procedure (government agency)

Procedures for Handling Mail

- 1 All employees are required to wear latex surgical gloves. Gloves shall not be worn outside the work area.
- 2 Employees are encouraged to wear respiratory protection masks. Masks shall not be worn outside the work area.
- 3 Wearing white lab coats is recommended. Coats shall not be worn outside the work area.
- 4 All mail received will be immediately x-rayed as an initial screening. Particular emphasis will be placed on foreign and non-commercial parcels. If a suspicious piece of mail is discovered, follow procedures in Chapter 6.
- 5 Employees will visually screen all mail for suspicious items before it goes to the sorters.

Policy Review Date: January 2, 2003.

Reviewed by: _____



Necessary plans

Occupant Emergency Plan

How you safely evacuate and assist people during an emergency.

Contingency Plan

How you immediately relocate your operation and restore services.

Continuity Plan

How you return services to normal operational levels.



Occupant Emergency Plan

How you safely evacuate and assist people during an emergency.

Includes:

- Declaration of an emergency.
- Accounting for all employees and visitors.
- Evacuation routes and rally points.
- Assisting people who need help.
- Securing facility.
- "Go kit".



Communication

Senior management.

Public affairs.

Task force members.

Clear, consistent message.

Use multiple channels.

Frequency.



Communications

Employees.

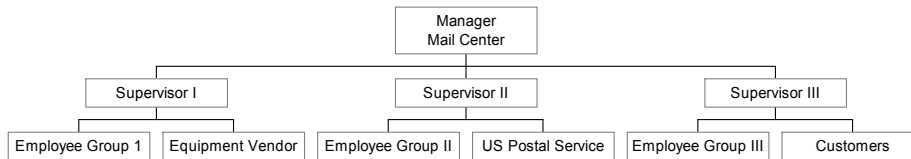
Internal Customers.

External Customers.

Vendors.

Support staff (IT, Facilities).

Call Tree



Training

What do people need to know to carry out policies and procedures?

No one-time training and not one size fits all.

Keep yourself informed.

You can't just react, you and your staff must prepare for the unknown.

Mail center employees must remain aware of their surroundings and the mail they handle.



Training

Education and awareness through training includes:

- Basic Security Procedures
- Recognizing and reporting suspicious packages
- Proper use of personal protection equipment
- Responding to biological/chemical threat
- Responding to a bomb threat



What is a biological agent?

A biological agent is any microorganism capable of causing disease or a toxin derived from a living organism that is deliberately used to produce death or disease in humans, animals or plants.

They are divided into 3 main categories:

- Bacterial agents
- Viral agents
- Biological toxins



“Category A” Agents

- Anthrax
- Smallpox
- Plague
- Tularemia
- Botulinum toxin
- Viral hemorrhagic fevers



What we learned from the anthrax crisis:

No one person or agency can know it all.

Anthrax Lessons Learned

We Thought ...

We Learned

Spores will not escape from sealed envelopes	Spores leak from envelopes
Approx 10,000 spores needed for death	LD is unknown but is lower – for some people a low dose may suffice
Sixty days post-exposure antibiotics will suffice	May need to add post-exposure vaccination and additional 40 days antibiotics

Anthrax Lessons Learned (cont.)

We Thought ...

We Learned

Settled spores will not re-aerosolize	Spores on Capitol Hill did re-aerosolize In experiment
Surface sampling results reflect aerosol dissemination	*Surface sampling reflects larger particle deposition, not finer aerosol spread
Sample with swabs (dry or wet) or air sampling pumps	Sampling: wet vs. dry, swap vs. wipe, different air sampling devises Dry – Less than 10% collection efficiency



What Constitutes a Suspicious Letter or Package?

Typical characteristics include:

- Excessive postage, no postage, or non-cancelled postage
- No return address or obvious fictitious return address
- Packages that are unexpected or from someone unfamiliar to you
- Improper spelling of addressee names, titles or locations
- Packages that addressed to someone no longer with your organization or are otherwise outdated.
- Unexpected envelopes from foreign countries



What Constitutes a Suspicious Letter or Package? (cont.)

- Suspicious or threatening messages written on packages
- Postmark showing different location than return address
- Distorted handwriting or cut and paste lettering
- Unprofessionally wrapped packages or excessive use of tape, strings, etc.
- Packages marked as "Fragile – Handle with Care", "Rush – Do Not Delay" or "Confidential"
- Rigid, uneven, irregular, or lopsided packages.



What Constitutes a Suspicious Letter or Package? (cont.)

- Suspicious objects visible when the package is x-rayed
- Packages that are discolored, oily, or have an unusual odor or ticking sound
- Packages that have any powdery substance on the outside
- Packages with soft spots, bulges, or excessive weight
- Protruding wires or aluminum foil
- Visual distractions



If you find a suspicious package:

Put it down and walk away.



Review and Testing the Plan

Plan should be reviewed and tested regularly.

Responsibility for assessment should be assigned to a single person.

Funds need to be allocated for support, testing and review.



After Action Review (AAR)

Includes:

- What happened?

- What do people think happened?

- What worked well?

- What didn't work well?

- What are you going to change?

Publish report and draft project to update Plan.



Pentagon story

- 9-11-2001 Defense Post Office personnel told to evacuate.
Evacuation took only seconds
Offices of senior leadership were on fire.
- 9-12-2001 Several team members reported for duty.
- 9-13-2001 Learned senior leadership were missing.
- 9-14-2001 98% of Defense Post Office personnel returned to work.
- 10-11-2001 News of anthrax contamination.

Motto: Plan – Train – Rehearse



Resources

Bureau of Alcohol, Tobacco and Firearms (BATF) www.atf.treas.gov
Centers for Disease Control (CDC) www.cdc.gov
Federal Bureau of Investigation (FBI) www.fbi.gov
Federal Emergency Management Agency (FEMA) www.fema.gov
General Services Administration (GSA) www.gsa.gov/mailpolicy
Occupational Safety and Health Administration (OSHA) www.osha.gov
U.S. Postal Service www.usps.com

The Berkshire Company www.berkshire-company.com
Chaco Canyon Consulting www.chacocanyon.com
(101 Tips for Preparing for Pandemic Flu)
Mailing Systems Technology www.mailingsystemstechnology.com



If you find a suspicious package:

Put it down and walk away.



"...preparedness is not a luxury; it is a cost of doing business in a post-9/11 world. It is ignored at a tremendous cost in lives, money, and national security."

- *The 9/11 Commission Report*

**Recognizing threats is not
the same as fear.**



Questions?

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