

# Emergency Response and Crisis Management

BHHC Loss Control

March 2026



# Phillip T. Matson

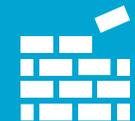
Loss Control Specialist



Retired Pennsylvania State Police Corporal  
25 years



Incident Commander experience during  
numerous high stress critical incidents



Degree in Safety Science and Industrial  
Management

# AGENDA

1. Define a Crisis?
  - A. Discuss Sources of Crisis Events
  - B. Evaluate the Impact of a Crisis Event
  - C. Review Phases of a Crisis
2. Identify Regulatory Requirements
  - A. Emergency Action Plan
  - B. Fire Prevention Plan
3. Define Fire Prevention and Evacuation Requirements
4. List Supervisor Responsibilities within Crisis Plans
5. Review Implementation Tips and Suggestions
6. Crisis Communication

# 40%

Of Small Business do not reopen after a disaster. 25% of those that do fail in the first year

## Why Plan for Emergencies?

- Protect employees and customers' safety
- Minimize operational downtime and losses
- Ensure faster disaster recovery process
- Preserve brand trust and reputation
- Comply with legal safety regulations
- Safeguard critical data and assets



# Defining a Crisis

## Characteristics of a Crisis

1. Has potential to significantly damage assets or reputation
2. Affects one or more class of assets
3. Interrupts operations
4. May damage consumer, shareholder, & employee confidence, but if handled correctly, may strengthen relationships
5. May involve multiple audiences & stakeholders
6. May be unique & entirely unpredictable or may be largely anticipated – Fire vs. Hurricane

# Potential Impact of a Crisis

## Disruption

in operations, supply lines, plant shutdown, damaged infrastructure, financial loss

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## Serious Bodily Injury

to customers, employees or other persons with potential for mass casualties in some scenarios

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## Reputational

Undesired media attention, community disruption, inability to fulfill commitments, publicity affecting public opinion

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# Types of Disasters

## MAN-MADE DISASTERS

- ✓ Industrial explosions or chemical plant accidents
- ✓ Oil spills and hazardous material leaks
- ✓ Structural collapses (e.g., buildings, bridges)
- ✓ Transportation accidents (e.g., train derailments, truck crashes)
- ✓ Cyberattacks disrupting operations or data systems
- ✓ Workplace violence or active shooter incidents

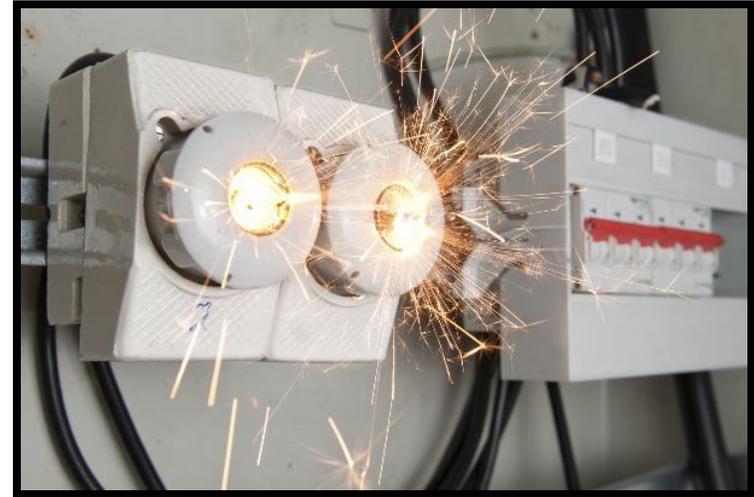
## NATURAL OR ENVIRONMENTAL DISASTERS

- ✓ Earthquakes causing structural damage and injuries
- ✓ Hurricanes leading to flooding and power outages
- ✓ Wildfires threatening facilities and air quality
- ✓ Floods damaging infrastructure and halting operations
- ✓ Extreme heat causing heatstroke and equipment failure
- ✓ Tornadoes destroying buildings and disrupting logistics

# Sources of a Crisis

## Industrial, Technological, or Mechanical Disasters

- ✓ Sudden failures in systems or equipment causing harm, damage, or disruption.
- ✓ Ranging from an exploding power plant to a failed system
- ✓ Infrastructure breakdowns
- ✓ Transportation breakdowns



## Mitigation Strategy

- Separate Assets
- Segregate Assets
- Duplicate Assets

# Sources of a Crisis

## Natural Disaster – Weather, Earthquake, Wildfire

- ✓ A catastrophic natural event causing widespread damage, disruption, and risk to life and property
- ✓ Examples range from Floods & Storms to Wildfires & Earthquakes
- ✓ Infrastructure breakdowns
- ✓ Transportation breakdowns



Los Angeles Fires 2025

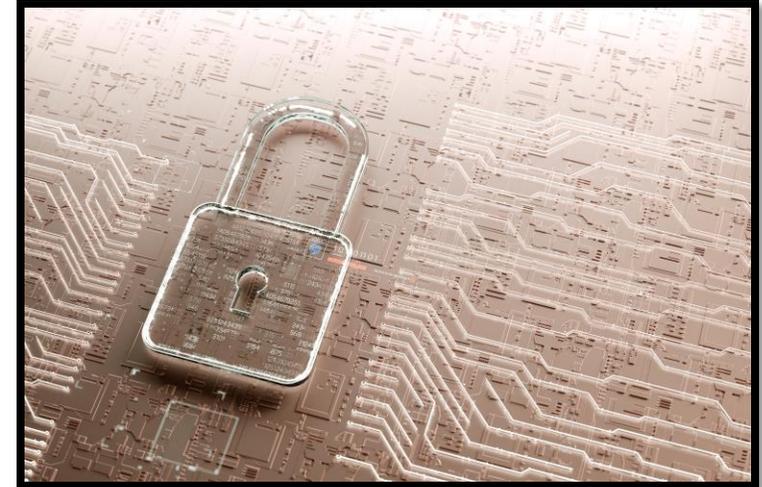
## Mitigation Strategy

- Separate Assets
- Segregate Assets
- Duplicate Assets
- Engineering Controls

# Sources of a Crisis

## Man-Made Disasters – Fire & Explosion, Medical, Etc.

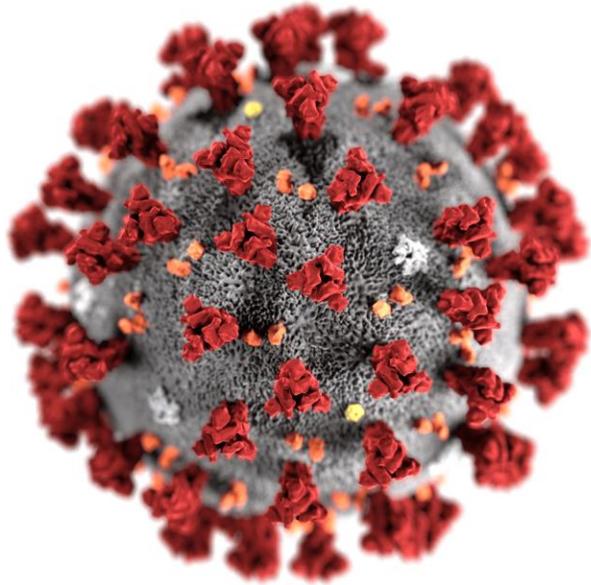
- ✓ A human-caused event disrupting operations, damaging assets, or endangering employees and infrastructure
- ✓ Examples range from Fires & Workplace Accidents to Chemical Release & Cyberattacks
- ✓ Can be a very isolated event or system wide
- ✓ Typically supply lines and vendors are operational



## Mitigation Strategy

- Separate - Segregate - Duplicate
- Administrative Controls
- PPE and Personnel Controls
- Engineering Controls

# Sources of a Crisis

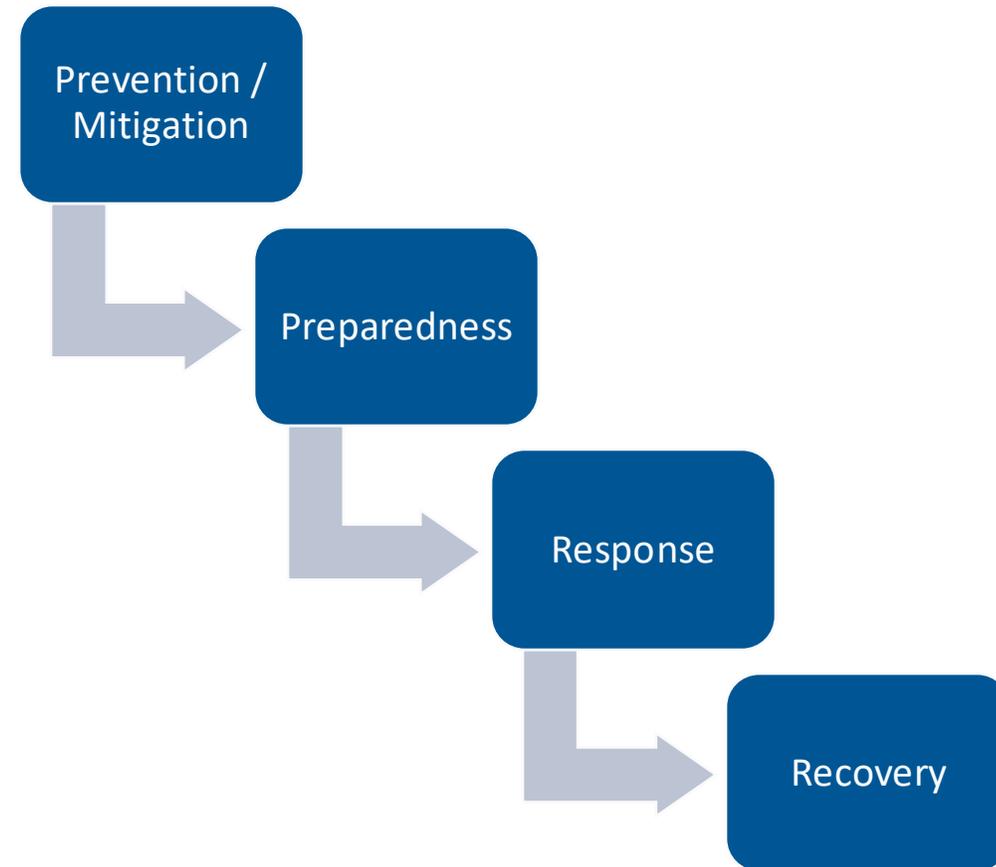


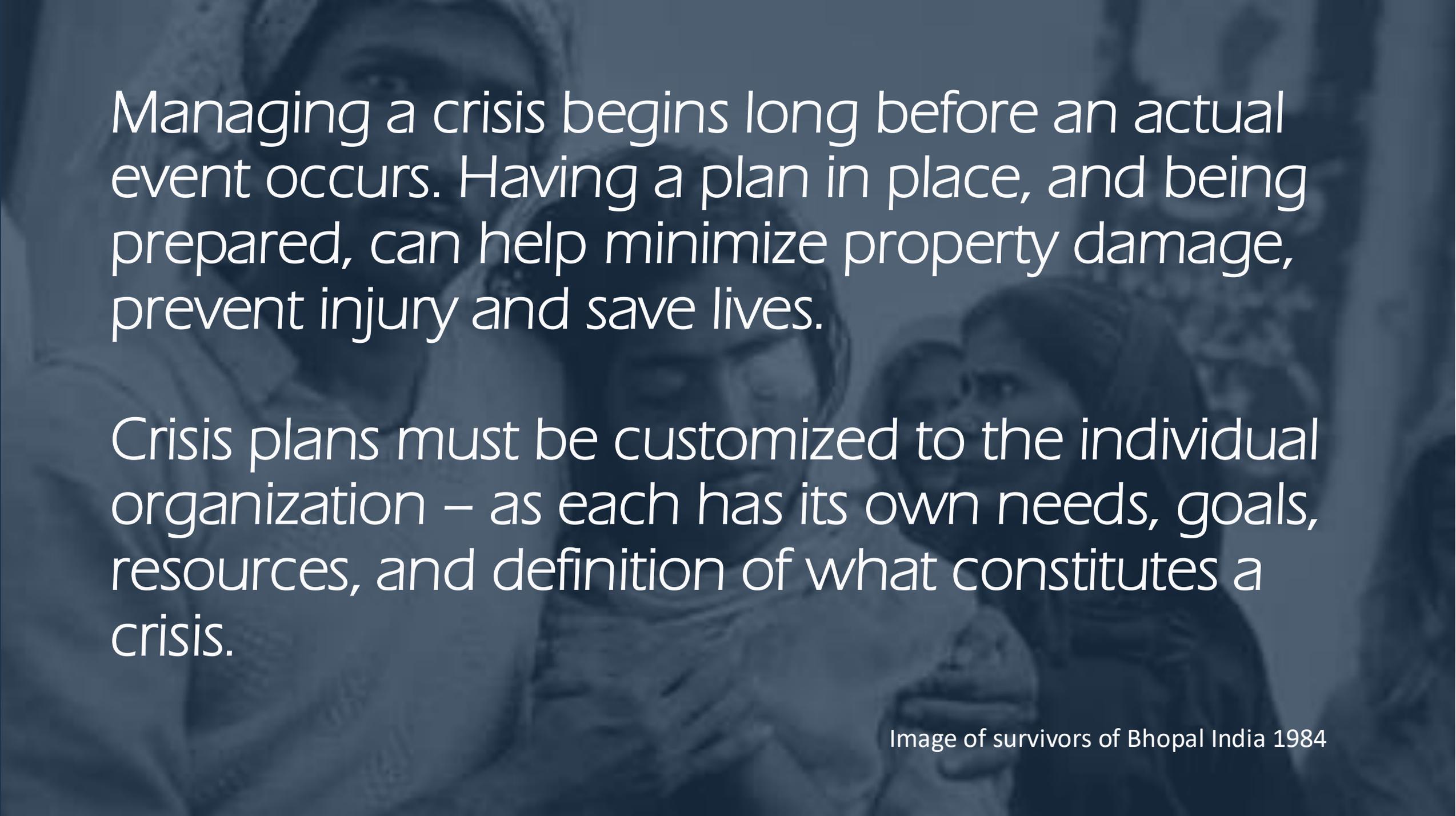
## Biologic or Pandemic Disasters

- ✓ A widespread disease outbreak disrupting workforce, operations, supply chains, and financial stability across industries
- ✓ May be natural in origin or intentional
- ✓ Global in scope
- ✓ High uncertainty
- ✓ Difficult to control new exposures

# 4 Major Phases of a Crisis

- ✓ Effective crisis management goals before, during, & after a crisis must be aligned with the actions to be performed during the four major phases of a crisis
- ✓ Recognition of these phases helps the risk manager schedule specific pre-crisis activities, crisis response, & post-crisis activities.





Managing a crisis begins long before an actual event occurs. Having a plan in place, and being prepared, can help minimize property damage, prevent injury and save lives.

Crisis plans must be customized to the individual organization – as each has its own needs, goals, resources, and definition of what constitutes a crisis.

Image of survivors of Bhopal India 1984

# OSHA Requirements

# IN CASE OF EMERGENCY

## EMERGENCY NUMBERS

Police and Fire 9-1-1 | Public Safety (650) 738-7000



## MEDICAL EMERGENCY

### CALL 911

- Provide name, location & type of emergency
- Stay on the phone for instructions
- Move victim only if danger is imminent
- Have someone meet first responders outside building on the street



## VIOLENT INTRUDER

### RUN

- First option - distance yourself from the shooter
- When safe call 9-1-1

### HIDE

- If you cannot run, LOCKDOWN/ BARRICADE.
- Protect yourself by locking doors, turn off lights, silence cellphones
- Remain in place until authorities advise

### FIGHT

- As a last resort, fight
- Use anything at your disposal to over power the assailant



## SECURE CAMPUS

### DANGER IN SURROUNDING COMMUNITY:

- SMCCCD will secure the campus
- Initiate for potential threat of danger in the surrounding community
- Close and Lock all classroom doors
- All students and faculty remain inside
- Instruction continues as planned



## DROP, COVER & HOLD ON

### EARTHQUAKE

- Seek shelter under sturdy desk or table
- Protect your head and neck
- Stay away from windows and breaking glass
- Evacuate building to Emergency Assembly Areas
- Wait for further instruction



## SHELTER IN PLACE

### CHEMICAL / HAZARDOUS SPILL / POOR AIR QUALITY

- Used when outdoor conditions are worse than indoor environment
- Turn off HVAC Systems
- Remain indoors until further instruction



## EVACUATION

### FOR FIRE, EARTHQUAKE, OR INTERIOR HAZARDOUS INCIDENT:

- Activate nearest fire alarm
- Call 911
- Use fire extinguisher if able (Pull - Aim - Squeeze - Sweep)
- Use stairs, NOT elevators
- Assist persons with disabilities
- Meet at designated assembly areas
- Account for individuals
- Re-enter area only when authorized by emergency personnel



OFFICE OF  
**EMERGENCY  
MANAGEMENT**



SCAN HERE or VISIT US @  
[www.smccd.edu/publicsafety/](http://www.smccd.edu/publicsafety/)

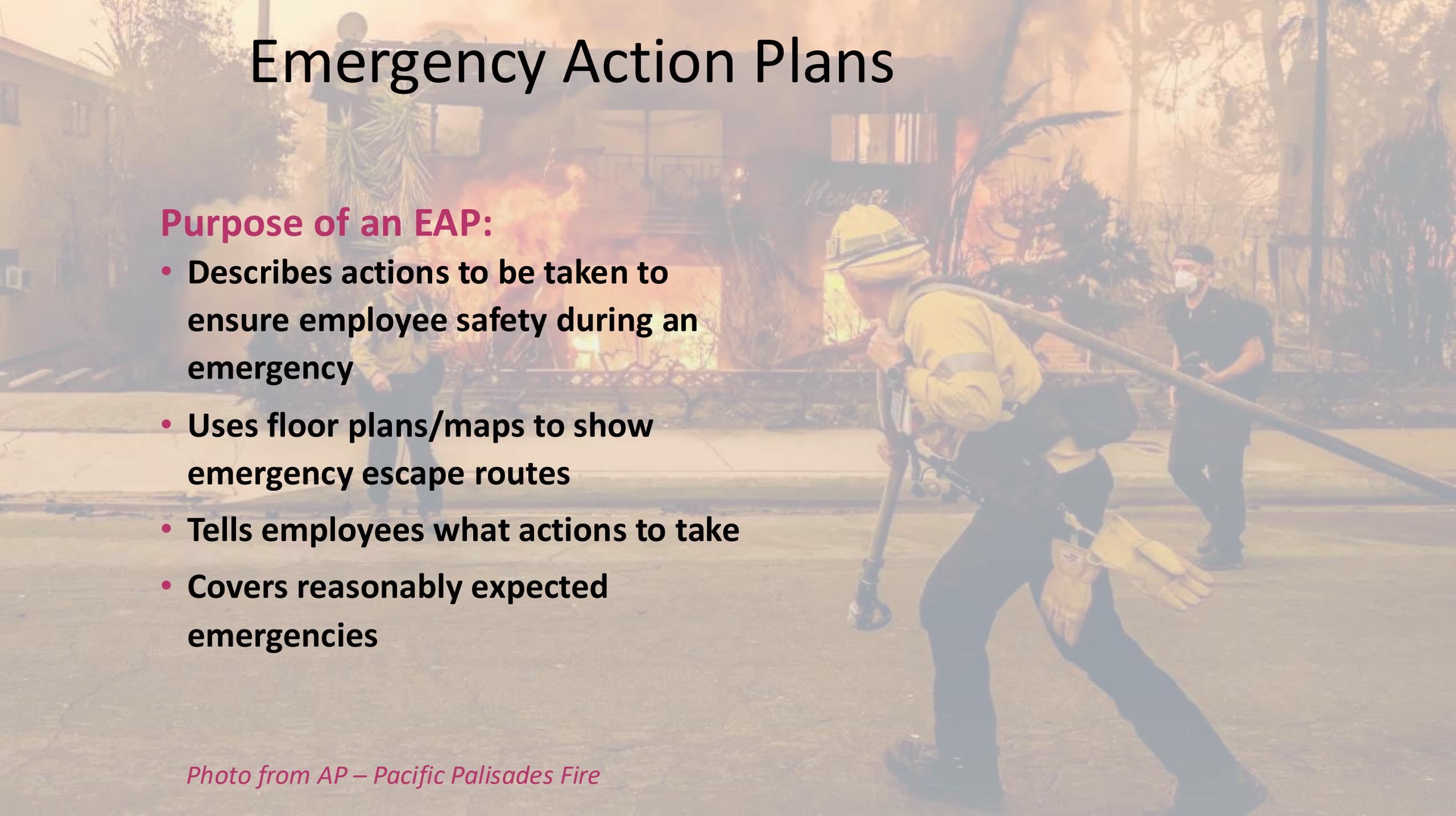
Adapted from the Big Five-SMCOE Coalition  
For Safe Schools and Communities:  
<https://www.smcoe.org/>

# Emergency Action Plans

## Benefits of an EAP:

- Written document that facilitates and organizes employer and employee actions during workplace emergencies
- Fewer and less severe injuries
- Less structural damage
- Reduce confusion

# Emergency Action Plans

A photograph of firefighters at a scene. In the foreground, a firefighter in full gear, including a yellow helmet and jacket, is crouching and holding a hose. In the background, another firefighter is visible, and a building is on fire with thick smoke rising. The scene is hazy and orange-tinted due to the fire.

## **Purpose of an EAP:**

- **Describes actions to be taken to ensure employee safety during an emergency**
- **Uses floor plans/maps to show emergency escape routes**
- **Tells employees what actions to take**
- **Covers reasonably expected emergencies**

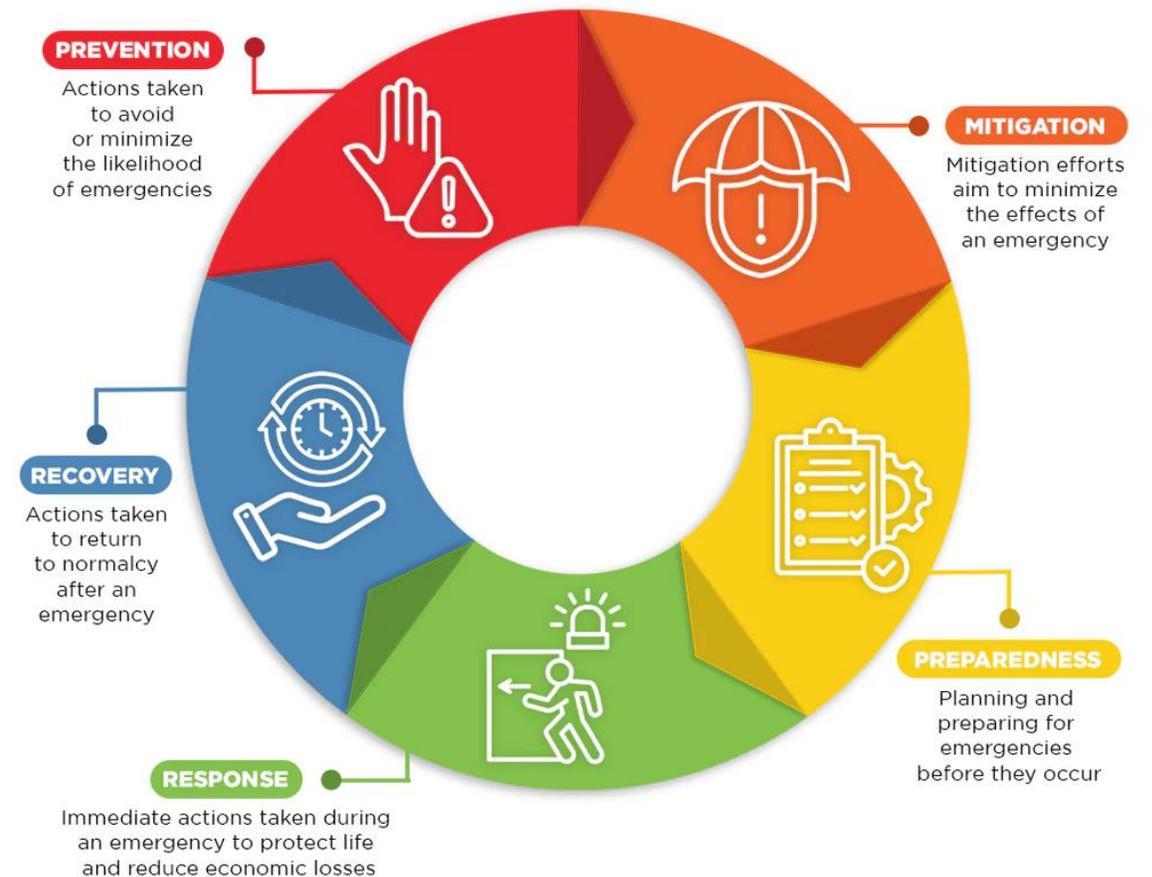
*Photo from AP – Pacific Palisades Fire*

# Emergency Action Plans

Required elements of plan:

- Means of reporting
- Evacuation procedures and emergency escape routes
- Procedures for critical operations
- Accounting of employees
- Rescue and medical duties
- Contact persons

## 5 COMPONENTS OF AN EMERGENCY PLAN



Source of graphics: Tradebase

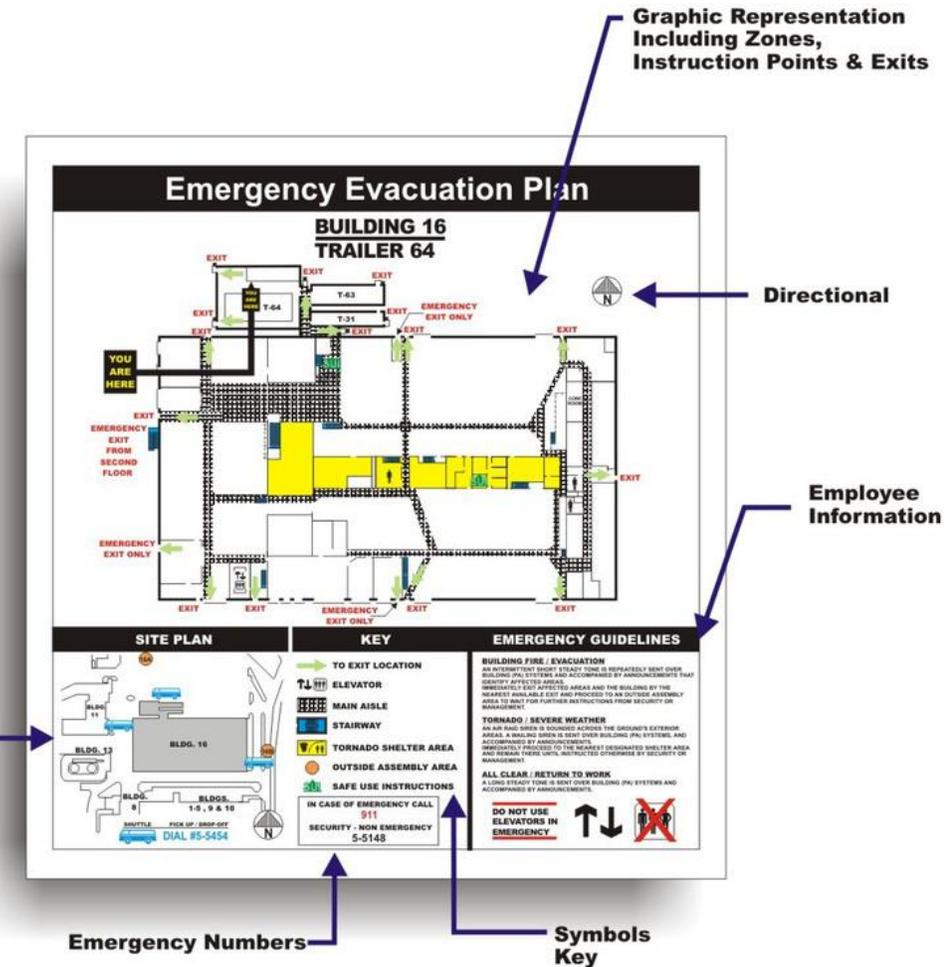
# Emergency Action Plans

- Training employees on the EAP
  - Review plan with each employee
    - Initial development of plan
    - Initial assignment of employee to job
    - Changes to plan or employee actions/responsibilities
  - Annual retraining with drills to practice evacuation and gathering in assembly area
  - Educate/train
    - Types of emergencies
    - Course of actions
    - Functions and elements of EAP
    - Special hazards
    - Fire hazards and fire prevention plan

Source: OSHA

# Emergency Action Plans

- General training
  - Roles and responsibilities
  - Threats, hazards, protective actions
  - Notification, warning, communications
  - Locating family members
  - Location/use of emergency equipment
  - Procedures
    - Emergency response
    - Evacuation and shelter-in-place
    - Assembly and accounting of employees
    - Emergency shut-down



Source of graphics: Premier Factory Safety

# Emergency Action Plans

## Examples of procedures:

- Methods of reporting an emergency
- Instructions for exit
- Instructions for limited mobility
- Evacuation Plan
- Emergency Contact Trees

## Fire Prevention Plan Requirements:

- Must be
  - In writing
  - Kept in the workplace
  - Available to employees for review
- Employer must
  - Inform employees of fire hazards when initially assigned to a job
  - Review with each employee applicable FPP parts

# Hamlet Chicken Processing Plant Fire - 1991

- Fire caused by hydraulic fluid ignition
- Locked doors trapped workers inside building
- 25 fatalities, 54 injured
- No fire alarms or sprinkler systems
- Owner convicted for safety violations, jailed
- Highlighted need for stricter workplace regulations.





# Fire Prevention Plan

- Included in FPP
  - Lists of all major fire hazards, proper handling and storage of hazardous materials, ignition sources/controls, and fire protection equipment
  - Procedures to control flammable/combustible wastes
  - Procedures for maintenance of safeguards on heat-producing equipment
  - Name/job titles of employees with responsibilities for maintenance of equipment and control of hazards

# Fire Prevention Plan

- Ignition sources
  - Open flames
  - Smoking
  - Static electricity
  - Hot Work
  - Hot surfaces
  - Electrical and mechanical sparks
  - Lightning



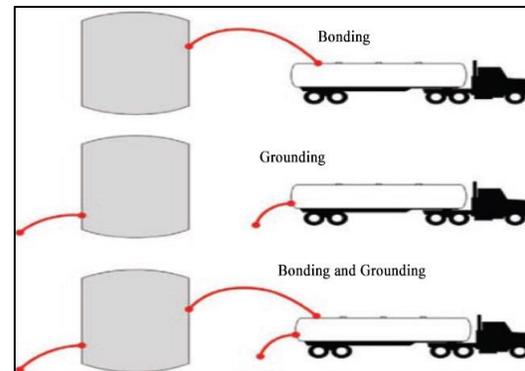
Source: CDC



Source of graphics: OSHA

# Fire Prevention Plan

- Tasks that require fire protection and examples of hazards
  - Hot Work – 30-minute fire watch
  - Dispensing flammables and combustibles: gasoline, diesel, or natural gas
  - Flammable wastes: solvent waste, oily rags, and flammable liquids



Source of graphics: OSHA



# Fire Prevention Plan

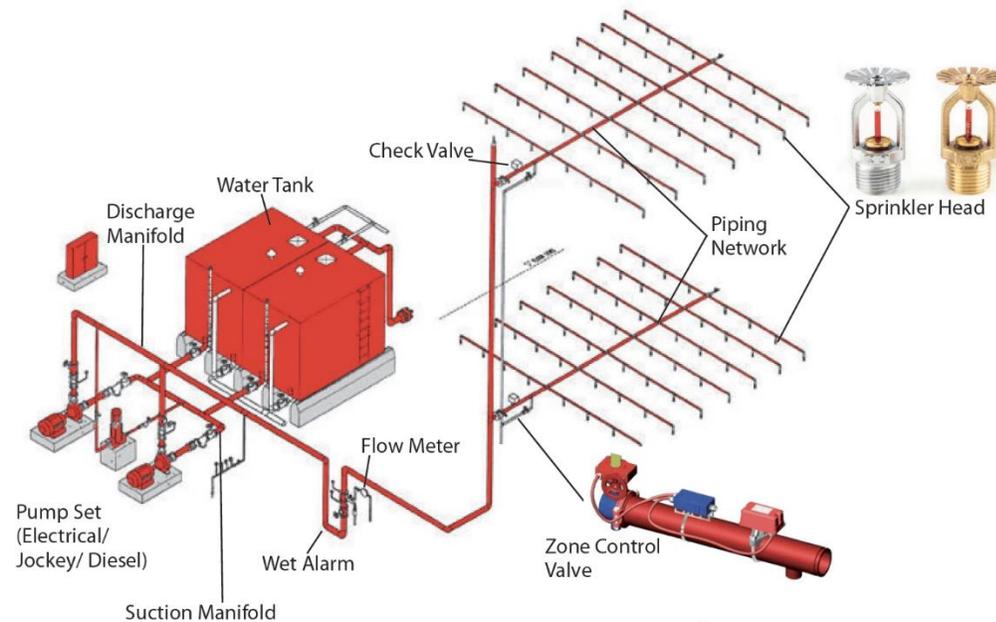
- Handling of flammable hazards
  - Only use approved metal safety containers or original manufacturer's containers for storage
  - Practice good housekeeping
  - Keep containers closed when not in use
  - Store away from exits or passageways
  - Keep away from ignition sources



Source of graphics: OSHA

# Fire Prevention Plan

- Fire protection equipment
  - PPE
  - Fire Suppression
    - Portable fire extinguishers
    - Fixed systems



Source of graphics: OSHA

Source of graphics: Fire Protection Systems

Evacuate vs. Shelter

# Conditions Requiring Evacuation

Workplace evacuation may be required for:

- **Man-made emergencies**

- Fires
- Explosions
- Toxic material releases
- Radiological/biological incidents
- Civil disturbances
- Workplace violence

- **Natural emergencies**

- Floods
- Earthquakes
- Hurricanes
- Tornadoes
- Wildfires
- Winter weather

# Conditions Requiring Evacuation

Factors affecting response to emergencies:

- Type/extent of emergency
- Location of emergency
- Type of building in which workplace is located
- Shutting down critical operations



Source of graphics: OSHA

# Conditions Requiring Evacuation

- Fire emergencies: **Fight or Flee?**
- Options for evacuation
  1. Total evacuation
  2. Designated employees authorized to fight fire; all others evacuate
  3. All employees authorized to fight fire
  4. Extinguishers provided but not intended for employee use

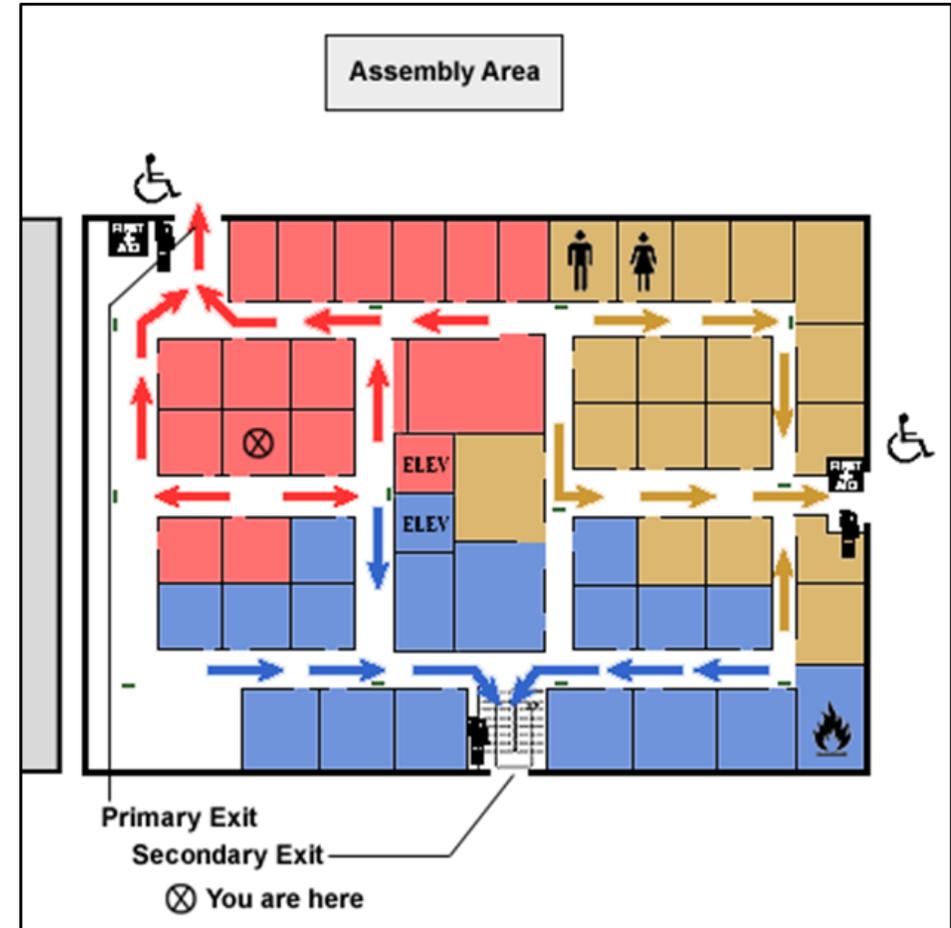


Source of graphics: OSHA

# Conditions Requiring Evacuation

## Evacuation maps show:

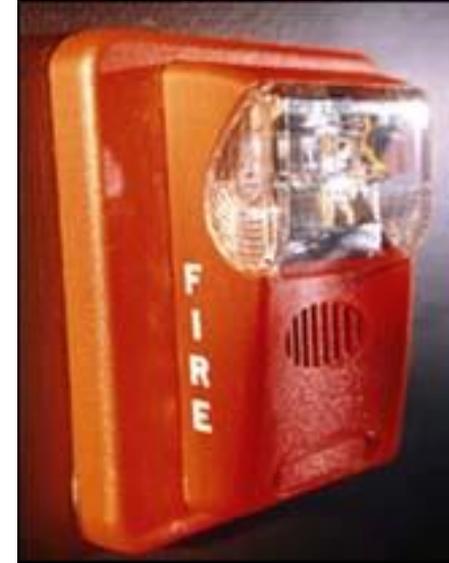
- Exits: to, thru, and away
- At least two ways out
  - Primary exit
  - Secondary exit
- Assembly area
- Location on the map
- Additional information –  
Location of fire extinguishers



# Conditions Requiring Evacuation

Evacuation actions:

- **Alerting** employees to **evacuate**
  - Alarm
  - Enunciator panel/speaker
- **Accounting** for who has **exited**
  - How is that accomplished
- Keeping employees **informed**
  - All clear, re-enter, or remain at assembly point
  - Clear to leave workplace



Source of graphics: OSHA

# Conditions Requiring Shelter-in-Place

## Incidents that may require shelter-in-place:

- Release of chemical, biological, or radiological contaminants
- Severe weather – tornadoes
- Other situations occurring outside the workplace



Source: Chemical Safety Board



Source: FEMA Region VI

# Conditions Requiring Shelter-in-Place

Shelter-in-place:

Means taking  
refuge in interior  
room(s) with  
no/few windows

Local authorities  
often issue shelter-  
in-place advice via  
TV or radio

Active shooter

Procedures specific  
to worksite

# Conditions Requiring Shelter-in-Place

## LOCK DOWN

(An Active Shooter Is In The Area, But Not Your Exact Location)



**ACTIVE SHOOTER RESPONSE**  
LEARN HOW TO SURVIVE A SHOOTING EVENT

**RUN HIDE FIGHT**

CALL 911 ONLY WHEN IT'S SAFE TO DO SO

- **LOCK AND BARRICADE DOORS!**
- **TURN OFF LIGHTS!**
- **KEEP QUIET!**
- **DO NOT LEAVE UNTIL "ALL CLEAR" ANNOUNCED!**
- **IF SHOOTER ENTERS YOUR BUILDING; BE PREPARED TO RUN, HIDE, & FIGHT!**

## SHELTER IN PLACE

(It's Not Safe To Be Outside)

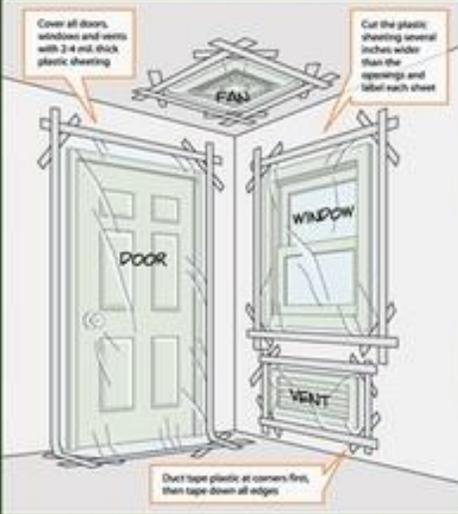


**SHELTER IN PLACE**

- **GO INSIDE IMMEDIATELY!**
- **CLOSE WINDOWS AND DOORS!**
- **GRAB YOUR EMERGENCY KIT!**
- **GO INTO AN INTERIOR ROOM!**
- **MONITOR AFN & ATHOC!**
- **DO NOT LEAVE UNTIL "ALL CLEAR" ANNOUNCED!**

## SEAL THE ROOM

(The Air Outside Is Unsafe To Breathe)



Cover all doors, windows and vents with 2-4 mil thick plastic sheeting

Cut the plastic sheeting several inches wider than the openings and label each sheet

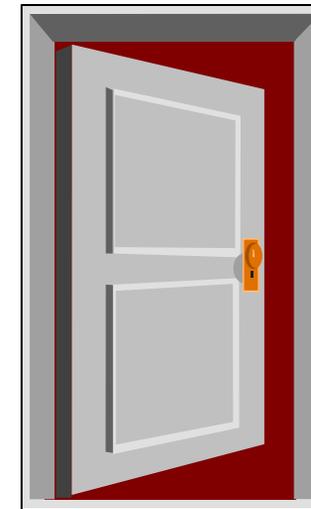
DOOR WINDOW VENT FAN

Sheet tape plastic at corners first, then tape down all edges

- **TURN OFF HVAC SYSTEMS AND FANS!**
- **USE PLASTIC/TAPE TO SEAL VENTS/DOORS!**
- **MONITOR AFN & ATHOC!**
- **WHEN "ALL CLEAR" ANNOUNCED, EVACUATE TO OUTDOORS IMMEDIATELY!**

# Emergency Escape Routes

- Basic exit route requirements:
  - Permanent
  - Separated by fire-resistant materials
  - Limited openings
  - Adequate number of exit routes
  - Discharge leading directly outside or to a place with access to outside
  - Exit door unlocked from inside and side-hinged
  - Adequate capacity
  - Minimum height and width



Source of graphics: OSHA

# Supervisor Expectations

# Crisis Management Goals

## Before:

- Crisis management plan in place
- Effective communication & training
- Adequate resources allocated

## During:

- Protect human life
- Maintain communication & coordination
- Manage financial expenditures

## After:

- Restore &/or maintain operations
- Maintain a positive public image
- Sustain profits & stable earnings
- Review & improve crisis management plan

Supervisor expectations

# Supervisor Role in Emergency Management

- **Implement Emergency Action Plans (EAPs):** Ensure all procedures are followed and understood by their teams.
- **Lead Evacuations:** Direct employees to designated exits and safe zones during emergencies.
- **Account for Personnel:** Conduct roll calls and report missing individuals to emergency responders.
- **Communicate Clearly:** Relay accurate, timely information to employees and emergency services.
- **Train and Drill:** Ensure team members are trained and participate in regular emergency drills.
- **Report Hazards:** Identify and report potential risks or unsafe conditions before they escalate.
- **Coordinate with Safety Officers:** Work closely with emergency coordinators and first responders.
- **Support Recovery Efforts:** Assist in post-incident assessments and help restore operations.

# Supervisor Role in Fire Prevention Plan

- **Ensure Employee Training** - Make sure all employees receive proper fire safety and prevention training.
- **Enforce Fire Safety Policies** - Actively uphold and enforce fire prevention and protection procedures in the workplace.
- **Monitor for Fire Hazards** - Identify and report any changes in operations that could increase fire risk.
- **Maintain Fire Prevention Equipment** - Oversee the maintenance of fire extinguishers, alarms, and other fire control systems.
- **Control Ignition Sources** - Ensure safe handling of flammable materials and control of potential ignition sources.
- **Communicate the Plan** - Review fire hazards and prevention procedures with employees, especially during onboarding.

# Tips and Suggestions

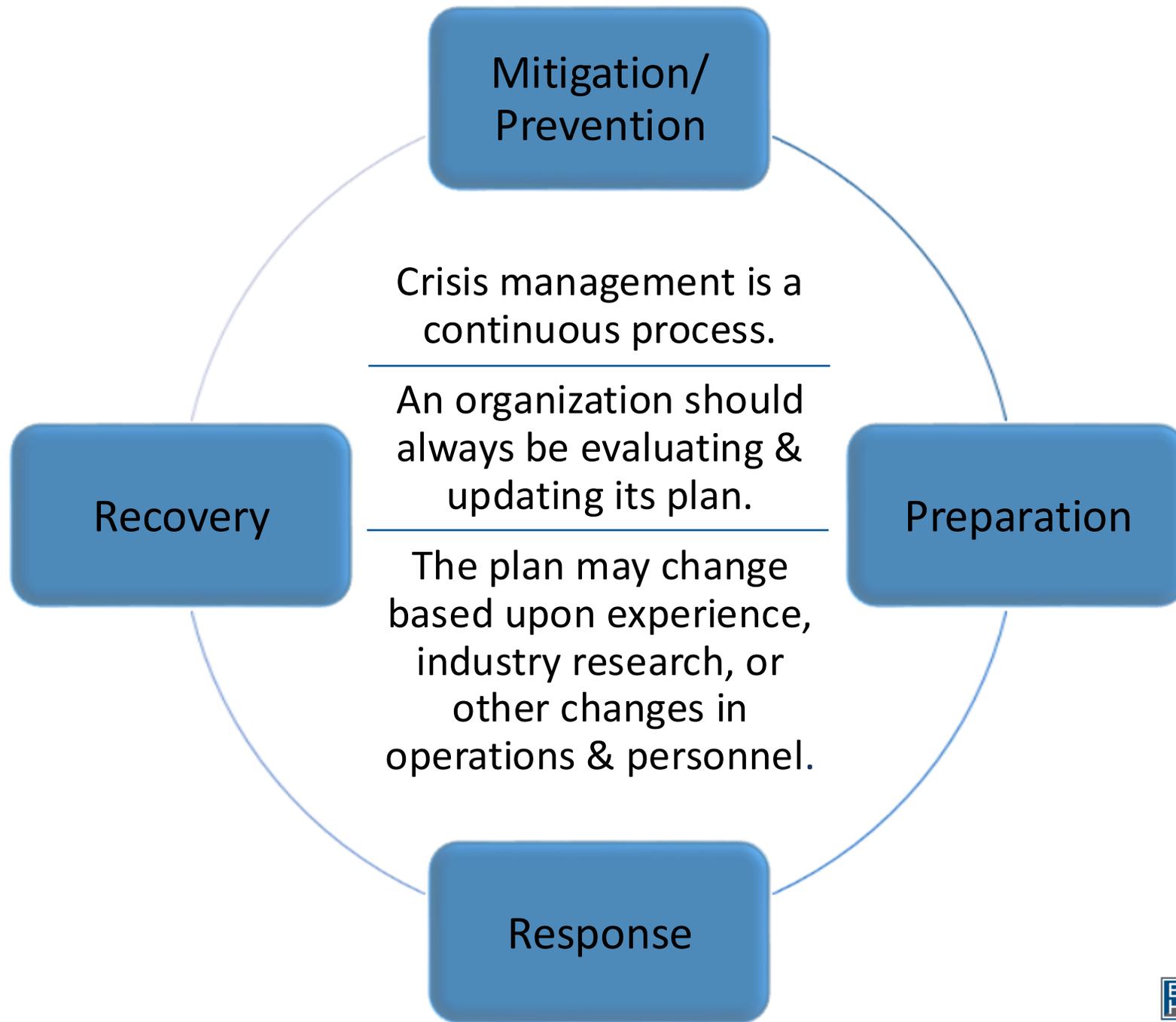


# Organizational Tips

- Develop a clear, written emergency response plan today.
- Train all employees regularly on emergency procedures and roles.
- Identify and assess all potential workplace hazards thoroughly.
- Establish communication protocols for internal and external updates.
- Maintain emergency supplies and backup systems on-site.
- Review and update your plan annually or after incidents.

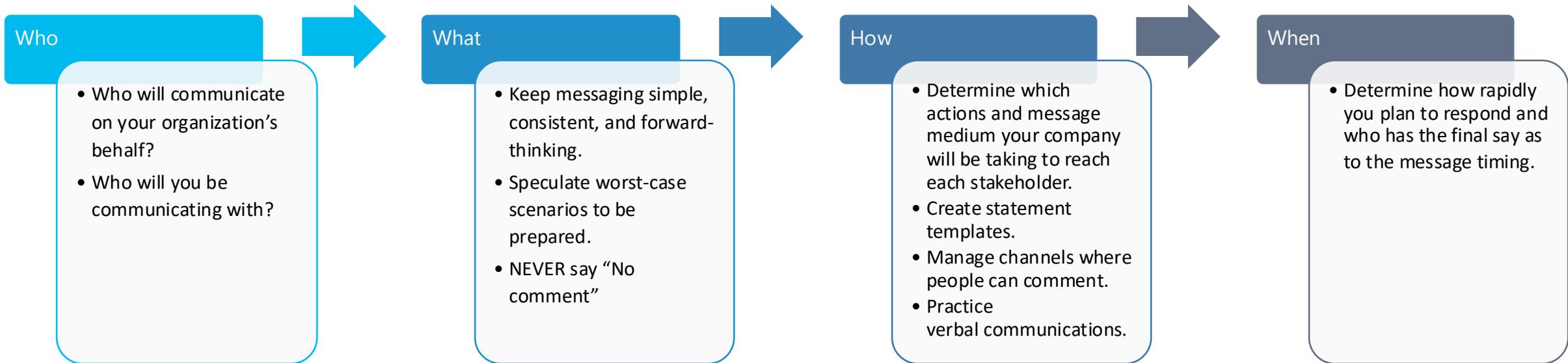
# Supervisor Tips

- Know your emergency plan and lead with confidence.
- Train your team regularly on safety and procedures.
- Stay calm, communicate clearly during all emergency situations.
- Account for all employees during evacuations or lockdowns.
- Report hazards immediately and follow up on corrections.
- Review and update emergency plans after every incident.



# Crisis Communication

Navigate communication challenges with these preparation tips



# Recap

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# Questions?

Please email additional questions to [losscontrol@bhhc.com](mailto:losscontrol@bhhc.com)