What to do When the Unthinkable Happens: Organizational and Individual Responsibilities in Emergency Situations

Convey 17 Breakout Session: Safety Track
Tuesday, July 25th 1:30-2:45

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Objectives

• Develop an understanding of the essential components of an effective Emergency Action Plan (EAP)

• Review the process of planning and development of a local EAP

• Develop an understanding of the OSHA requirements for EAPs

• Direct focus towards what really matters during an emergency

• Discuss the importance of conducting drills

• Learn to work with local responders and develop a relationship PRIOR to an emergency

• Provide resources necessary to the development and implementation of an EAP
Getting Started: Conduct a comprehensive assessment to identify your possible emergencies

Areas to Consider:

- Major injuries and health effects
- Fire and explosions
- Major property damage above an established cost
- Major process loss or business interruption due to undesired event
- Environmental release or impact to the environment
- Natural events: fire, flood, tornado, earthquake, etc.
- Bomb threats, active shooter, sabotage, etc.
- Other?

**Note:** When considering possible scenarios, don’t look only at normal operational upsets, think “what-if” and include worst case scenarios.

**Best Practice:** Gather a group of knowledgeable personnel and conduct a brainstorming session to determine your site’s scenarios to include in the plan.
Almost every business is required to have an Emergency Action Plan (EAP).

If fire extinguishers are required or provided in your workplace, and if anyone will be evacuating during a fire or other emergency, then OSHA's [29 CFR 1910.157] requires you to have an EAP.

The only exemption to this is if you have an in-house fire brigade in which every employee is trained and equipped to fight fires, and consequently, no one evacuates.

**Minimum Required Elements (29 CFR 1910.38):**

1. Preferred method of reporting emergencies;
2. Evacuation policy & procedure;
3. Emergency escape procedures and route assignments;
4. List of contacts with telephone numbers;
   a. Inside & outside facility
5. Procedures for employees that remain for:
   a. Shutdown of critical operations
   b. Fire suppression

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Note: Select (2) gathering points to account for wind direction
Other EAP Required Elements

6. Rescue duties & medical care responsibilities
7. Assembly area & accounting for employees & visitors
8. Coordinators name or title
   a. The “go to” person for employee questions and information
9. Oversight responsibilities during emergencies
   a. Coordination with emergency responders
   b. Direct and execute an orderly shutdown of operations

Other Responsibilities:
A. Must have an employee alarm system compliant with 1910.165
B. Train employees and designate their roles within the plan
   i. When to Train:
      a. Initially upon assignment;
      b. When the employee’s role in the plan changes, or;
      c. When changes are made to the plan.

Note: Plan must be in writing and available to employees. If less than 10 employees, may communicate plan verbally.
Emergency Services

<table>
<thead>
<tr>
<th>Types of Emergency Services to which there should be Easy Access</th>
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<tbody>
<tr>
<td>Fire</td>
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<tr>
<td>Police</td>
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<tr>
<td>Ambulance Services</td>
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<tr>
<td>Hospitals</td>
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<tr>
<td>Emergency Medical Clinics</td>
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<tr>
<td>Poison Control Center</td>
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<tr>
<td>Specialist advice (burns, chemical exposure)</td>
</tr>
<tr>
<td>Mutual Aid agreements</td>
</tr>
<tr>
<td>Key Internal Company Personnel</td>
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<tr>
<td>Coast Guard</td>
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Best Practice: A copy of the site EAP and contact numbers should be maintained onsite with easy access to those involved in emergency response, plus offsite with key personnel. Remember: Emergencies are not scheduled!
Drills & Responders

Emergencies are never planned, they happen. By conducting drills you build an understanding of everyone’s role in an emergency and practice those roles to be ready when it really matters.

- Drills should take place at various times of year, ideally 1-2 months prior to the time of year they are most likely to happen, e.g., Tornado in Spring, Fire in Summer/Fall prior to harvest.
- While a few key people need to be involved to plan the drill, do not alert all employees to the fact that a drill will take place. Emergencies aren’t scheduled!
- After your drill, conduct a debrief session and review to identify areas of success and where improvement is needed.

Local Responders:
- Invite local responders to visit your facility to become familiar with the layout, access points and unique features;
- Share a copy of your EAP with local responders and send updates when completed;
- Request their presence and assistance with drills, ask for feedback and best practices from similar facilities;
- Build a relationship you may have to rely on one day to help when most needed.
Tips for managing the media:

- Depending and the size and scope of the emergency, media may come, so be prepared;
- Like all of us, they have a job to do, meaning, they will get information about the emergency in some way. Have prepared statements ready, allowing you to be responsive, while buying time to understand what happened and impact to employees, community and operations;
- Designate only trained and informed personnel to speak to media, all others must defer media to those individuals;
- ALWAYS begin and end with sentiments directed towards people involved in the incident and their families;
- Do not provide information you are not certain is factual. Use your prepared statements to be responsive, while providing time to get facts;
- Once facts are understood, consult professionals to determine appropriate amount of information to provide as follow-up statements.
Critical Components of Your EAP

While complying with OSHA requirements is important, having a good plan and everyone being prepared for an emergency can save lives and reduce losses.

Take the time to ensure your plan:

1. Covers the reasonable emergency scenarios that could happen at your site;

2. Is well understood by employees;

3. Clearly identifies the roles and responsibilities for those people involved in managing and responding to emergencies;
   - Initiate response actions
   - Call authorities, corporate
   - Shutdown equipment
   - Account for persons
   - Direct responders
   - Media

4. Includes drills of 2-3 most likely scenarios every year;

5. Is shared with local emergency responders.
Resources


https://www.cdc.gov/niosh/topics/emres/business.html

https://u.osu.edu/agritourismready/emergency-action-plans/
SITUATIONAL AWARENESS

SGT. BILL LOWE
MISSOURI STATE HIGHWAY PATROL
SITUATIONAL AWARENESS....WHAT IS IT?

• DEFINITION:

THE ABILITY TO IDENTIFY, PROCESS, AND COMPREHEND THE CRITICAL ELEMENTS OF INFORMATION ABOUT WHAT IS HAPPENING TO THE TEAM WITH REGARDS TO THE MISSION.

OBSERVE + ORIENT = SITUATIONAL AWARENESS
SITUATIONAL AWARENESS.....WHAT IS IT?

• COP DEFINITION:

KNOWING WHAT IS GOING ON AROUND YOU!
HOW TO BECOME SITUATIONALLY AWARE

TO HAVE SITUATIONAL AWARENESS......ALWAYS STAY IN THE YELLOW!

**Condition: White**
Heart Rate: Normal

**Condition: Yellow**
Heart Rate: Normal

**Condition: Orange**
Heart Rate: Elevated

**Condition: Red**
Heart Rate: 115-145 BPM

**Condition: Gray**
Heart Rate: 145-175 BPM

**Condition: Black**
Heart Rate: Over 175 BPM
SITUATIONAL AWARENESS

• **THE BASELINE & ANOMALIES**

  • **THE BASELINE IS WHAT’S “NORMAL” IN A GIVEN SITUATION, AND IT WILL DIFFER FROM PERSON TO PERSON AND ENVIRONMENT TO ENVIRONMENT.**

  • **ANOMALIES ARE THINGS THAT EITHER DO NOT HAPPEN AND SHOULD, OR THAT DO HAPPEN AND SHOULDN'T.**

  • **2012 AURORA, COLORADO SHOOTING....BASELINE & ANOMALIES?**
OBSTACLES OF SITUATIONAL AWARENESS

• NOT MONITORING THE BASELINE
  • IF YOU DON'T MONITOR THE BASELINE YOU WILL NOT RECOGNIZE A THREAT

• NORMALCY BIAS
  • THINGS ARE ALWAYS OK......LIVING IN THE WHITE!

• FOCUS LOCK
  • DISTRACTIONS NOT ONLY ARE A DANGER WHILE DRIVING BUT THEY ARE A SAFETY RISK IN GENERAL!!
EFFECTIVE TECHNIQUES

• CONTINUALLY MONITOR THE BASELINE
  • OBSERVE CHANGES IN THE BASELINE AND IT WILL BECOME A SUBCONSCIOUS ACT!

• FIGHT THE NORMALCY BIAS
  • DON’T IGNORE OR DISCOUNT ABNORMAL BEHAVIORS.
  • MIGHT BEGIN TO APPEAR PARANOID.

• AVOID FOCUS LOCKS IN TRANSITION AREAS
  • FOCUS ON YOUR SURROUNDINGS AS YOU ARE WALKING & NOT YOUR PHONE!
SITUATIONAL AWARENESS

PRACTICE....PRACTICE....PRACTICE!!
BEING PREPARED FOR THE ACTIVE SHOOTER

Sgt. Steve Schramm, KCPD
TRAINING GOAL

• To provide the knowledge necessary to give you options in an Active Shooter Incident.

    Everyone must take ownership of this plan.

• To provide you an overview of what to expect from the law enforcement response.
An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area. Often times there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly.
A Study of 160 Active Shooter Incidents in the United States Between 2000 - 2013: Location Categories

- **EDUCATION**
  - Schools (Pre-K to 12), 16.9% (27)
  - Institutions of Higher Education, 7.5% (12)

- **GOVERNMENT**
  - Other Government Properties, 6.9% (11)
  - Military, 3.1% (5)

- **OPEN SPACE**
  - 9.4% (15)

- **RESIDENCES**
  - 4.4% (7)

- **HEALTH CARE FACILITIES**
  - 2.5% (4)

- **HOUSES OF WORSHIP**
  - 3.8% (6)

- **COMMERCIAL**
  - Businesses, Open to pedestrian traffic, 27.5% (44)
  - Malls, 3.8% (6)
  - Businesses, Closed to pedestrian traffic, 14.4% (23)

**EDUCATION**

- 24.4% (39)

Keys to your Survival

- Flee (Run)
- Fortify (Hide)
- Fight (Fight)
How To Respond

FLEE

(If you can do so SAFELY)

- Have an escape route and plan in mind (window, nearby exit).
- Are you aware of your exit options?

- Heating and Cooling Business
- Charter School

- Keep your hands visible
How To Respond

FORTIFY vs. Hide

➢ If you cannot flee....FORTIFY

Facts learned during Active Shooter Drills

- Location of a secure room?
- How will you fortify the room?
- Can you successfully lock the door?
- Move objects in front of the door (chairs, desks, cabinets).
- Move away from the door and out of view (close blinds).
- Utilize interior closets if available.
How To Respond

FORTIFY vs. Hide

- If you cannot flee....FORTIFY

Sandy Hook Elementary School and Residence

On December 14, 2012, at 9:30 a.m., Adam Lanza, 20, armed with two handguns and a rifle, shot through the secured front door to enter Sandy Hook Elementary School in Newtown, Connecticut. He killed 20 students and six adults, and wounded two adults inside the school. Prior to the shooting, the shooter killed his mother at their home. In total, 27 people were killed; two were wounded. The shooter committed suicide after police arrived.
How To Respond

**FIGHT**

- Be prepared to take action if the lock or barricade were to fail.
- What is accessible to you as a potential weapon?

13% incidents ended after unarmed citizens successfully restrained the shooter.
“I saw the shooter open his shotgun and try to reload, so I got pepper spray from my backpack and sprayed him in the face twice,” Meis testified. “I got the shotgun away from him and put it in the little room.”
A defining factor of surviving an active shooter incident is that timely and decisive action is implemented...PREPARE, PREPARE, PREPARE

Based on historical averages, active shooter incidents are over in 10 minutes or less.

Where duration can be ascertained:

- 69% ended in 5 minutes or less
- 36% ended in 2 minutes or less
Law Enforcements Response

Priorities

- Neutralize The Threat
- Victims
- Innocent By-standers
- Law Enforcement Personnel
- Suspect / Subjects
Three Phases of L.E. Response

- Contact
- Evacuation / Rescue
- Slow Methodical Search
Do Not follow the initial responding officers, they will lead you into harms way.
Los Angeles International Airport
On November 1, 2013, at 9:18 a.m., Paul Anthony Ciancia, 23, armed with a rifle, allegedly began shooting in Terminal 3 of Los Angeles International Airport in Los Angeles, California. He pulled the gun from his duffle bag as he approached a security checkpoint, firing as he moved further into the terminal. One unarmed Transportation Security Administration security officer was killed and two were wounded; one additional citizen was also wounded. The shooter was wounded and then apprehended by police.
Slow Methodical Search Phase

This phase will be completed by Tactical Officers (SWAT). The search will be slow and methodical checking all areas. They will eliminate the possibility of and handle any booby traps or incendiary devices.
What Can You Do To Prepare?

- Does your emergency operations plan include active shooter response?
- Do you conduct drills?
- Is your critical information available to Law Enforcement in the event of an incident?
- Have you invited local LE to your facility?
- Are you familiar with evacuation routes?
What Can You Do To Prepare?

- What is your protocol when dealing with situations that might escalate to “workplace violence”

ConAgra Plant
On July 2, 2004, at 5:00 p.m., Elijah J. Brown, 21, armed with a handgun, began shooting employees in the ConAgra plant in Kansas City, Kansas. He had been laid off due to a production slowdown but was rehired six weeks prior to the incident. Six people were killed; two were wounded. The shooter committed suicide before police arrived.
What Can You Do To Prepare?

- Do you have a way to communicate to your employees or customers?
  - *Plain English*
- After evacuation, where are your primary and or secondary assembly points?
- Do you have a system for accountability – who is in the school or business and who is not? A daily roster? Emergency notification information? You and Law Enforcement will need to know.
What Can You Do To Prepare?

- DEVELOP A PLAN
- TRAIN YOUR PERSONNEL
- PRACTICE YOUR PLAN
- CRITIQUE YOUR PLAN
- ROUTINELY REVIEW YOUR PLAN
Do you have a Continuity of Operations Plan?
THANK YOU FOR YOUR TIME

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