


**Emergency Action Planning & Crisis Management**



1

---

---

---

---

---

---

---

---

### Instructor Information



Scott F. Ployer, CPM®, CSM, CSHCO, MFE, NAHP-e, CGPM  
 Founder & President  
 National Property Management Strategies Group, LLC

- Certified Property Manager
- Certified Safety Manager
- Certified Safety Health Compliance Officer
- Master Facility Executive
- National Affordable Housing Professional Executive
- Credential for Green Property Management
- OSHA, NFPA, and EPA Credentialed Professional
- Unrestricted Construction Supervisor License (Commonwealth of Massachusetts)
- Certified Home Inspector



2

---

---

---

---

---


---

---

---

### Learning Outcomes

- Gain a better understanding of OSHA's requirements for why an Emergency Action Plan (EAP) is needed.
- Why your company or site must ensure that the EAP is up to date and that all employees are made aware, and that they are properly trained on how to deal with emergencies.
- How to assess, evaluate, and prepare in advance for a variety of crises or events.
- What you and your team need to do before, during, and afterwards.



3

---

---

---

---

---


---

---

---

### Overview

- This workshop will provide participants with a general overview of the required elements of an effective emergency response plan and crisis management guidelines.
- Whether you are developing a new EAP or are looking to improve your existing plan, this workshop will provide you with that insight.
- We will discuss how to plan and prepare for a variety of emergencies including, but not limited to fires, earthquakes, crime, workplace violence and other natural disasters and meteorological events like wildfires, hurricanes, tornadoes, drought, etc.
- Emergency Procedures isn't just a section in your company's SOP manual, it is one of the most important parts of your company's success.
- There will be an interactive Q & A session at the conclusion.



4

---

---

---

---

---


---

---

---

### Learning Outcomes

- Learn why safety planning is so critical to a company's operations.
- Learn successful strategies when developing or enhancing your safety program including the who, what, when, where, why, and how.
- Why an effective safety management program not only helps to protect staff, residents, visitors and guests, but can also help manage and control several other business and operating costs.
- Why having a well-managed safety program helps to maintain and protect your company's image and reputation within the community.
- How to maximize your relationship with your insurance carriers.
- How to implement a safety programming, even on a budget.



5

---

---

---

---

---

---

---

---

### Safety Management




6

---

---

---

---


---

---


---

---

**OSHA – OSH Act of 1970**



*“To assure safe and healthful working conditions for working men and women; by authorizing enforcement of the standards developed under the Act; by assisting and encouraging the States in their efforts to assure safe and healthful working conditions; by providing for research, information, education, and training in the field of occupational safety and health; and for other purposes.”*



7

---

---

---

---

---

---

---

---



**EAP Plan Requirements**

1. Implement a “Safety First” Culture
2. Leadership Commitment
3. Program Accountability
4. Active Involvement by Everyone
5. Education and Training
6. Ongoing Analysis & Assessments
7. Periodic Evaluation
8. Continuous Improvement



8

---

---

---

---

---


---

---

---

**EAP Plan Requirements**

- OSHA requires organizations with 11-or more employees to have a written emergency action plan available for all employees.
- Also, an important recommendation is that at least one employee per shift or location should have adequate training in first aid, CPR and how to use an AED if a clinic or hospital is farther than three or four minutes away from the business.
- Learn more about what you may need to do by clicking-on the OSHA website: [www.osha.gov](http://www.osha.gov) or visit your state’s OSH Plan website at [www.osha.gov/stateplans](http://www.osha.gov/stateplans)



9

---

---

---

---

---

---


---

---

**Plan Structure**

An EAP should include the following:

- Name of the organization, address(es), phone numbers
- Organization's corporate safety policy statement
- Company official's commitment letter
- List of Key officers, leadership and emergency response team members
- Contact information for safety officer/person in-charge of safety program
- What personnel or stakeholders need to be contacted regarding incidents
- Complete list of Staff and Service Contractor Emergency Contact Numbers
- Contact list for insurance agent, carriers and public adjuster
- Contact list for mortgage holder and intergovernmental agency officials
- The method(s) of communication to notify others about an incident
- A list of safety and health responsibilities to be undertaken and by whom
  - a list of "roles and goals"
- OSHA and general safety rules to be followed



10

---

---

---

---

---


---

---

---

**Plan Structure**

- Various hazard identification, assessment and control procedures
- Various reports, templates and checklists etc.
- Site Plans and Blueprints
- List and location of all utility mains and shut-offs
- Evacuation Plans and Meet-up Locations
- What tools are needed to effectively address any given situation
- List of required PPE for staff
- Safe handling instructions and environmental impacts
- Proper waste or equipment disposal procedures
- Media relations guidelines
- Names of the members of the Safety Committee
- List of required staff safety trainings



11

---

---

---

---

---


---

---

---

**Types of Potential Incidents**

- Fire / Explosion
- Medical Emergencies
- Utility Interruptions
- Major Mechanical and Equipment Failures
- Natural & Meteorological Disasters
  - Hurricanes, Tornadoes, Earthquakes, Floods, Landslides, Snow, Hail
  - Ice Storms, Lightening Strikes, Extreme Temperatures, Drought, etc.
- Vehicle Accidents



12

---

---

---

---

---


---

---

---

**Types of Potential Incidents**

- Workplace Violence
- Bomb Threats
- Crimes
- Chemical Spills
- Civil Disobedience / Protests
- Terrorism
- Cyber Attacks
- Deaths
- Pandemic and Infectious Disease Response



13

---

---

---

---

---

---


---

---

**What Is Crisis Management**

Crisis management is the process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization, its residents, clients, customers, or its stakeholders.

The study of Crisis Management originated with large-scale industrial and environmental disasters that began happening in the 1980s.



14

---

---

---

---

---


---

---

---

**The 7 Steps of Crisis Management**

1. Anticipate the crisis.
2. Create a crisis management plan.
3. Identify your crisis response team.
4. Prepare various crisis scenarios and test them.
5. Establish notification and monitoring systems.
6. Review and update emergency response procedures as required.
7. Perform post-crisis analysis to better prepare for the next event.



15

---

---

---

---

---

---

---


---

### The 3 Types of Crisis

**Immediate:** When we think about this, we think about natural disasters like tornadoes, hurricanes, earthquakes, wildfires. While we can plan for events like this, we cannot prevent them.

**Emerging:** These types of crisis can be anticipated so we can be better prepared to deal with them. Think about a major fire or water incident that you had experienced at your site.

**Sustained:** These types of events can go on for extended periods of time and can impact a company's resources in numerous areas. Think about the recent COVID-19 pandemic.



16

---

---

---

---

---


---

---

---

### The Crisis Management Plan

- Identify an individual or individuals from your company to take lead as the crisis management team leader. A company can also retain a professional crisis manager who can help in planning crisis management processes.
- Create a crisis team to work under the leadership and guidance of the crisis team leader.
- Initiate frequent training and refresher courses on handling crises.
- Have drills and practice operations frequently to keep refreshing the team members on emergency responses to crises.
- When a crisis occurs, this is the team that should be able to respond quickly. These people are expected to be on the frontline directing other stakeholders on what to do.



17

---

---

---

---

---


---

---

---

### The Crisis Management Plan

- Planning and crisis management responses for various potential crises is highly recommended. It can take several different approaches and processes to address different kinds of crises.
- Initiate systems that can effectively monitor or detect foreseeable crises signals early enough in order to tackle the situation before it gets out of hand. Examples of such systems are smoke or CO detectors that can detect potential fire long before it gets out of hand.
- Maintain a list of key personnel in case of a crisis and their contact information. The contact information must be displayed where anyone can see it and easily access them.
- Communicate, communicate, communicate!



18

---

---

---

---

---


---

---

---

### The Crisis Management Plan

- Identify the key person to be notified immediately when a crisis occurs. Apart from the crisis team leader, there must be other employees who possess first-hand knowledge on the crisis. This should be a person who can be trusted by all of his/her colleagues during any crisis.
- Identify a central meeting point where employees can assemble during a crisis. Always ensure that egress (exit) points are unobstructed to use in case of a crisis event.
- Perform regular testing of the crisis management process, emergency equipment and procedures, updating them as frequently as needed.
- Lives may depend on how this is all carried-out!




---

---

---

---

---

---

---

---

19

### Emergency Contacts

- Utility Companies - Gas, Electric, Water, Cable, Telephone
- Hospitals, Medical Facilities, Poison Control, Pharmacies
- Emergency Services – Fire, State and Local Police, EMS, Sheriff, Animal Control
- Federal, State or Local Emergency Management Agencies
- HUD, Housing Finance Agencies, Authorities, Other Housing Providers
- Elder Service Agencies
- Community Service Organizations
- American Red Cross, Salvation Army, United Way or other NGO provider
- Site Vendors / Contractors
- Schools / Day Care / Colleges
- Food Banks / Supermarkets
- Insurance Agent, Carriers and Public Adjusters
- Hotels and Motels - for resident temporary relocation housing
- Emergency Restoration / Remediation Contractors
- Civic Organizations – Rotary International, Kiwanis, Veteran's Associations / Other organizations
- Community Shelters
- Animal Shelters / ASPCA
- Houses of Worship




---

---

---

---

---

---

---

---

20

### Business Continuity Plan Development





---

---

---

---

---

---


---

---

21

### Business Continuity Planning

- It is vitally important for organizations to have a Business Continuity Plan (BCP) as well as a safety plan.
- The BCP outlines a range of disaster scenarios and the steps the business will need to take in any particular scenario to "return to normal" business operations.
- These plans are written ahead of time for a variety of possible events and can also include precautions to be put in place.
- Usually created with the input of key staff as well as stakeholders, the BCP is a set of contingencies to minimize potential harm to businesses during adverse or critical scenarios.
- The BCP should be reviewed periodically to ensure that it is up-to-date with any organizational changes.



22

---

---

---

---


---

---

---

---


### Business Continuity Planning



```

graph LR
    BIA[Business Impact Analysis] --> RS[Recovery Strategies]
    RS --> PD[Plan Development]
    PD --> TE[Testing & Exercises]
  
```

- Business Impact Analysis**
  - Develop questionnaire
  - Conduct workshop to instruct business function and process managers how to complete the BIA
  - Receive completed BIA questionnaire forms
  - Review BIA questionnaires
  - Conduct follow-up interviews to validate information and fill any information gaps
- Recovery Strategies**
  - Identify and document resource requirements based on BIAs
  - Conduct gap analysis to determine gaps between recovery requirements and current capabilities
  - Explore recovery strategy options
  - Select recovery strategies with management approval
  - Implement strategies
- Plan Development**
  - Develop plan framework
  - Organize recovery teams
  - Develop Relocation Plans
  - Write business continuity and IT disaster recovery procedures
  - Document manual workarounds
  - Assemble plan; validate; gain management approval
- Testing & Exercises**
  - Develop testing, exercise and maintenance requirements
  - Conduct training for business continuity team
  - Conduct orientation exercises
  - Conduct testing and document test results
  - Update BCP to incorporate lessons learned from testing and exercises



23

---

---

---

---

---


---

---

---

### Focus On The Effects – Not The Causes

- Think about the worst day that you have had in your property management career. How was that?
- Let's say that your large site experienced a massive disruptive event like an electrical fire in a transformer causing a property-wide loss of power.
- No power means no heat and no hot water to several hundred units.
- Luckily, the utility company was able to reroute the power on the grid to all but one of the site's buildings.
- The building nearest the transformer had the buss duct cables fried, so the power was still off at at one.
- Both you and your team work as hard as you can, around-the-clock to address the myriad of issues coming your way from all sides.



24

---

---

---

---

---

---


---

---



**Focus On The Effects – Not The Causes**

- The residents are up-in-arms demanding answers and threatening to call the media, local politicians are screaming at you on the phone, staff is overworked, frustrated, challenged, anxious, tired and ready to throw-in the towel to say the least.
- Oh yes... and it is in December in New England, very cold and snowing. OK, so now you're thinking...what's next right?
- This was a real event that happened to me and my team in 1989.
- Afterwards, we met and thought about what could have been done differently under the circumstances?
- Planning always makes events like this easier to handle because you've studied and prepared for them, at least on paper.
- This was baptism by fire to say the least.



25

---

---

---

---

---


---

---

---

**Focus On The Effects – Not The Causes**

- Even with increased knowledge, typically you would not have had any control over it and in many instances, nothing that you could have done differently could have stopped it. But we learned.
- This event happened many years before the term BCP, *Business Continuity Planning*, was a common reference in emergency planning guides or found in business dictionaries. For us, it was just a post-mortem review.
- A BCP provides for a look-back on what happened and what we can do better in the future to minimize the negative impacts and return the property to its pre-event condition as soon as possible so that it can conduct business as usual.



26

---

---

---

---

---

---

---


---

**Focus On The Effects – Not The Causes**

Effects can be categorized into four key areas:

- ✓ **Loss of Facility:** Physical location loss. Buildings can be rendered unusable, inaccessible, or worse, even condemned due to explosions, fires, floods, hurricanes, tornado damage, chemical contamination events, you name it.
- ✓ **Operations Disruptions:** The events have interrupted otherwise caused negative impacts limiting or even prohibiting "normal" operations.
- ✓ **Technology Disruptions:** Users cannot fully utilize their infrastructure technology due to cyber attacks, equipment malfunctions, hardware or software issues or network failure.
- ✓ **Organizational Issues:** Any number of issues that prevent organizations from fulfilling their core business obligations.

Source: Business Insurance Magazine – Attorney Alan Berman, March 2015



27

---

---

---

---

---

---

---

---

### BCP Emergency Contacts

- Utility Companies - Gas, Electric, Water, Cable, Telephone
- Hospitals, Medical Facilities, Poison Control, Pharmacies
- Emergency Services – Fire, State and Local Police, EMS, Sheriff, Animal Control
- Federal, State or Local Emergency Management Agencies
- HUD, Housing Finance Agencies, Authorities, Other Housing Providers
- Elder Service Agencies
- Community Service Organizations
- American Red Cross, Salvation Army, United Way
- Site Vendors / Contractors
- Schools / Day Care / Colleges
- Food Banks / Supermarkets
- Insurance Agent, Carriers and Public Adjusters
- Hotels and Motels - for resident temporary relocation housing
- Emergency Restoration / Remediation Contractors
- Civic Organizations – Rotary International, Kiwanis, Veteran's Associations / Other organizations
- Community Shelters
- Animal Shelters / ASPCA
- Houses of Worship



28

---

---

---

---

---

---

---

---

---

---




**Safety Training**



29

---

---

---

---

---

---

---


---

---

---

### Safety Training Topics

- Introduction to Safety (Onboarding & Periodic)
- Personal Protective Equipment
- Bloodborne Pathogens / Sharps
- Hazard Communication
- Safety Data Sheets
- Electrical Safety
- Lockout/Tagout
- Machine Guarding
- Slips, Trips and Falls
- Incident Reporting and Analysis
- First Aid / CPR / AED
- Heat Stress
- Hazard Assessment / Job Analysis
- Back Safety – Strains and Sprains
- Fall Protection
- Respiratory Protection
- Fire Safety & Fire Prevention
- Workplace Ergonomics
- Environmental Hazards
- Lead Based Paint Compliance
- Asbestos and ACM
- Radon



30

---

---

---

---

---

---

---


---

---

---

### Safety Training Topics

- Chemical Safety
- Walking Surfaces
- Platforms and Equipment
- Fire Safety & Fire Prevention
- Contractor and Vendor Responsibilities
- Vehicle Safety
- Playground Safety
- Ladder and Scaffold Safety
- Drug-Free Workplace
- Accident Investigation
- Workplace Violence Prevention
- Recordkeeping
- Process Safety Management
- Pandemic Procedures
- Emergency Response
- Confined Spaces
- Forklift Safety (if used)



31

---

---

---

---

---


---

---

---

### Safety References and Resources

- National Safety Council [www.nsc.org](http://www.nsc.org)
- National Institutes for Occupational Safety & Health [www.cdc.gov/niosh](http://www.cdc.gov/niosh)
- American Society of Safety Professionals [www.assp.org](http://www.assp.org)
- National Fire Protection Association [www.nfpa.org](http://www.nfpa.org)
- Occupational Safety and Health Administration [www.osha.gov](http://www.osha.gov)
- State OSH Offices
- State or Local Emergency Management Offices
- International Risk Management Institute, Inc. [www.irmi.com](http://www.irmi.com)
- Federal Emergency Management Agency [www.fema.gov](http://www.fema.gov)
- National Association of Safety Professionals [www.naspweb.org](http://www.naspweb.org)
- Centers for Disease Control and Prevention [www.cdc.gov](http://www.cdc.gov)
- Journey to Safety Excellence Report <https://www.nsc.org/work-safety/tools-resources/safety-for-business>



32

---

---

---

---

---

---


---

---

### Course Wrap-Up and Q&A

Remember...

- Everyone needs to adopt a "Safety First" attitude and culture.
- You responsible for your own personal safety, as well a being a member of a team that is responsible to watch out for your colleagues.
- Safety is a full-time mindset, not a part-time consideration.
- Stop and think about any task that you have been assigned and ask yourself, "do I have all of the tools and PPE that I need to do this job correctly?"



33

---

---

---

---



---

---

---

---

“Remember, positive change does not happen when employers adopt or enforce safety policies, it happens when employees adopt new safer behaviors”

34

---

---

---


---

---

---

---

---



*An ounce of*  
**PREVENTION**  
*is worth a*  
**POUND OF**  
**CURE**  
*- Benjamin Franklin*

35

---

---

---

---

---

---

---

---




36

---

---

---

---

---

---

---

---

**THANK YOU!**



**Contact Information:**  
 Scott Ployer  
 P: 617.213.0039  
 E: [scott@npmsg.com](mailto:scott@npmsg.com)  
 W: [www.npmsg.com](http://www.npmsg.com)




---



---



---



---



---



---



---