

# EVACUATION ESSENTIALS



---

**LEADERSHIP, ACCOUNTABILITY, AND COMMUNICATION  
FOR EFFECTIVE WORKPLACE EVACUATIONS**

---

**Christopher Leonidas  
CPP®, CPOI, cATO™**

## **Disclaimer**

Copyright © the Year 2026

All Rights Reserved.

No part of this book can be transmitted or reproduced in any form, including print, electronic, photocopying, scanning, mechanical, or recording, without prior written permission from the author.

While the author has made utmost efforts to ensure the accuracy of the written content, all readers are advised to follow the information mentioned herein at their own risk. The author cannot be held responsible for any personal or commercial damage caused by the misinterpretation of information. All readers are encouraged to seek professional advice when needed.

This book has been written for information purposes only. Every effort has been made to make this book as complete and accurate as possible. However, there may be mistakes in typography or content. Also, this book provides information only up to the publishing date. Therefore, this book should be used as a guide - not as the ultimate source.

The purpose of this book is to educate. The author and the publisher do not warrant that the information contained in this book is fully complete and shall not be responsible for any errors or omissions. The author and publisher shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused or alleged to be caused directly or indirectly by this book.

## Table of Contents

Introduction .....	1
Chapter 1 – Emergency Management .....	4
Understanding Emergency Management.....	4
Scope of Emergency Management in the Workplace..	5
Three Core Components of Emergency Management	6
The Emergency Management Cycle .....	7
Overview of the Emergency Management Cycle .....	7
Applying the Emergency Management Cycle to Evacuation .....	10
Evacuation as a Process, Not a Single Action.....	10
Mitigation and Evacuation Readiness .....	10
Preparedness for Evacuation.....	11
Response and Evacuation Execution.....	11
Recovery After Evacuation.....	11
Why Emergency Management Must Precede Evacuation Planning .....	12
Common Failures When Emergency Management Is Ignored.....	12
Emergency Management as the Foundation for Consistency .....	12
Leadership Perspective on System Readiness .....	13
Chapter 2 - Leadership, Accountability, and Communication .....	15

Leadership’s Role in Modeling Behavior and Ensuring Safety.....	15
Accountability: Tracking Every Individual .....	16
Communication: Pre-Incident, During, and Post-Incident .....	17
Before an Emergency .....	18
During an Emergency .....	18
After an Emergency.....	19
Exercises: Validating Leadership, Accountability, and Communication.....	19
The Bottom Line .....	20
Chapter 3 – Standards, Compliance, and Best Practices... 22	
OSHA 29 CFR 1910.38 – Emergency Action Plan Requirements .....	22
ASIS CPP Domains: Risk Assessment, Emergency Response, and Crisis Management .....	24
Risk Assessment.....	24
Emergency Response.....	24
Crisis Management.....	24
NFPA 101 Life Safety Code Highlights .....	25
Putting Standards Into Practice .....	26
Chapter 4 – Roles & Responsibilities in Evacuation .....	28
Management.....	28
Security & Safety Teams .....	29
Floor Wardens & Marshals .....	30

Employees.....	30
Visitors and Contractors .....	31
Bringing It All Together .....	32
Chapter 5 – Evacuation Triggers, Procedures, & Case Study .....	33
Common Triggers.....	33
Fire.....	33
Chemical Spills .....	34
Active Shooter or Violent Incident.....	34
Severe Weather.....	34
Utility Failure.....	35
Structural Collapse or Facility Damage.....	35
Evacuation Procedures .....	35
Notification .....	35
Routes and Exits.....	36
Accountability.....	36
Incident Command System (ICS) Linkage.....	36
Re-Entry Protocols .....	36
Case Study: Evacuation Failure Involving a Newly Arrived Contractor .....	37
The Case .....	37
Following the Attack .....	38
Recommended Measures .....	38
Lessons Learned.....	38

The Bottom Line .....	39
Chapter 6 – Special Considerations .....	40
Mobility-Impaired Personnel .....	40
Language Barriers and Communication Differences ....	41
Night Shift and Skeleton Crews.....	41
High-Security Areas .....	42
Wrapping Up.....	42
Chapter 7 – Post-Evacuation & Recovery Actions .....	43
Headcount and Welfare Checks .....	43
Business Continuity Activation.....	44
Incident Debriefs and After-Action Reports.....	45
Emotional and Psychological Support for Personnel ....	45
Closing the Event .....	46
Lead with Preparedness.....	47

# Introduction

Evacuation planning is one of the most fundamental responsibilities of leadership in workplace safety. When an emergency occurs, whether a fire, chemical release, violent incident, or natural hazard, there is no time for debate or improvisation. Outcomes are shaped by decisions made long before the event begins. In those moments, people look for direction, structure, and visible leadership. A well-designed evacuation plan reduces confusion, limits injuries, and protects lives by translating leadership intent into coordinated action under pressure.

This book approaches evacuation planning not as a procedural task, but as a leadership system that must function under stress, uncertainty, and accountability.

Evacuation planning is not an administrative task or a document maintained for compliance purposes. It is a critical safety function that must be performed in unstable conditions, with incomplete information, and under significant stress. Plans that are clear, practiced, and supported by leadership allow organizations to move decisively when seconds matter.

Modern workplaces present increasing complexity. Facilities often include full-time employees, contractors, temporary staff, and visitors, all moving through shared spaces. Many organizations operate across multiple shifts or with reduced staffing during evenings and weekends. These

realities introduce risk when alarms sound, and familiarity breaks down. Effective evacuation planning must reflect how people actually work, move, and communicate within the environment, not how processes appear on paper.

Strong evacuation programs are built on consistency and execution. Exit routes must be clearly identified and maintained. Assembly areas must be known and accessible. Accountability processes must be simple, reliable, and enforceable. Communication systems must function under real conditions, not ideal ones. Plans fail when they rely on assumptions rather than training, or when leadership presence disappears at the moment it is most needed. Repetition through drills and exercises builds confidence and reinforces behavior, directly influencing how individuals respond during real emergencies. Plans that are not exercised remain untested assumptions.

Employers and leaders carry a clear duty of care. Organizations are legally required to prepare for foreseeable emergencies and ensure personnel understand how to respond. In the United States, OSHA's Emergency Action Plan requirements under 29 CFR 1910.38 establish minimum expectations for evacuation procedures, alarms, training, and accountability. These standards exist to prevent confusion, delay, and harm during emergencies.

Duty of care extends beyond regulatory compliance. Leadership commitment is demonstrated through prioritization, resource allocation, and personal accountability. Evacuation planning reflects how seriously an organization values human life and operational resilience.

When leaders engage in preparedness, model expected behavior, and demand accountability, confidence follows.

This book approaches evacuation planning through an emergency management lens grounded in professional practice. The ASIS Certified Protection Professional Body of Knowledge emphasizes emergency planning, crisis management, and accountability as core competencies for security leaders. These principles align with life safety guidance found in NFPA standards, including NFPA 101, which addresses egress design and occupant protection.

While risks vary across sectors, the fundamentals do not. Corporate offices, manufacturing facilities, healthcare environments, educational institutions, government sites, and military installations all depend on leadership, accountability, and communication to evacuate safely. The chapter ahead establishes the emergency management foundation that supports effective evacuation planning and consistent execution when conditions are uncertain. Without this foundation, leadership intent, accountability, and communication cannot translate into safe action when conditions deteriorate.

# Chapter 1 – Emergency Management

Emergency management provides the structure that allows organizations to act deliberately during uncertain and high-risk events. For leaders, emergency management is the system that determines whether evacuation decisions are executed consistently or collapse under pressure. It defines how risks are identified, how people are protected, and how operations are stabilized when conditions change rapidly. In workplace settings, emergency management connects planning, training, decision-making, and recovery into a unified framework. This chapter introduces emergency management as a disciplined process that underpins evacuation planning and life safety across routine and complex work environments, grounded in recognized safety and security practices.

## Understanding Emergency Management

Emergency management is a continuous and coordinated process designed to protect people, property, and organizational stability before, during, and after an incident. It extends beyond response activities. It includes advance planning, defined decision-making structures, and post-incident evaluation. When implemented effectively, emergency management reduces uncertainty and enables timely, informed action under pressure. The quality of

preparedness directly influences leadership decisions, which in turn shape outcomes during real events<sup>1</sup>.

Emergency management is most effective when embedded in routine operations. Plans that exist only as static documents rarely perform as intended during emergencies. Organizations that treat emergency management as an ongoing leadership responsibility are more likely to maintain accurate procedures, conduct meaningful training, and adapt to evolving risks.

For leaders, understanding emergency management is not theoretical. It determines whether evacuation decisions are executed consistently or left to chance under stress.

## Scope of Emergency Management in the Workplace

Emergency management applies to all workplace environments, not only to high-risk or mission-driven settings. Offices, manufacturing facilities, warehouses, healthcare centers, campuses, and mixed-use buildings all face credible emergency scenarios. These may include fire events, hazardous material incidents, severe weather, acts of violence, or infrastructure failures. The presence of contractors, visitors, and rotating personnel further increases operational complexity during emergencies.

Within these environments, evacuation planning fits naturally within emergency management. Evacuation is one

---

<sup>1</sup>“29 CFR § 1910.38 - Emergency Action Plans.” 2025. LII / Legal Information Institute. 2025.

<https://www.law.cornell.edu/cfr/text/29/1910.38>.

of several coordinated measures used to protect life during an incident. Treating evacuation as a standalone task increases the likelihood of gaps in communication, accountability, and command structure. When evacuation planning is aligned with emergency management, roles are defined, training is consistent, and accountability systems function more reliably.

In environments with rotating personnel and mixed occupancy, evacuation success depends less on familiarity and more on leadership structure and communication discipline.

## Three Core Components of Emergency Management

Emergency management is commonly understood through three interconnected components:

### *Crisis Management*

- Focuses on leadership decisions and coordination as an incident unfolds.
- Addresses time pressure, uncertainty, and rapidly changing information.
- Depends on clear authority, command presence, and communication pathways.

### *Consequence Management*

- Concentrates on reducing impact and stabilizing operations.
- Protects people, facilities, and essential services.

- Supports continuity of critical functions during and after disruption.

### *Emergency Response*

- Involves the immediate execution of predefined actions.
- Relies on planning, training, and procedural familiarity.
- Functions effectively only when supported by preparation and coordination.

Leaders are responsible for ensuring these components function together rather than in isolation during real events. Understanding them establishes a shared professional vocabulary and clarifies how evacuation planning operates within a broader emergency management system.

## **The Emergency Management Cycle**

### **Overview of the Emergency Management Cycle**

The emergency management cycle is a commonly adopted framework used across safety, security, and occupational health systems. It consists of four interdependent phases: Mitigation, Preparedness, Response, and Recovery. These phases function as a continuous process rather than a linear sequence. Effective programs revisit each phase regularly to address emerging risks, operational changes, and lessons identified through real events and exercises.

For leaders, the emergency management cycle defines where responsibility begins, where decisions are tested, and where accountability is measured. It reflects regulatory

expectations and international best practices by integrating planning, execution, evaluation, and improvement into a single, disciplined approach.

### *Mitigation*

Mitigation focuses on reducing risk before an incident occurs. It involves identifying hazards, assessing vulnerabilities, and applying controls that limit potential harm. Common mitigation measures include facility design features, life safety systems, access controls, and safety policies. While mitigation decisions often occur outside daily operations, they directly shape conditions during emergencies.

Strong mitigation reduces the likelihood that evacuation will be required and limits the severity of conditions when evacuation becomes necessary. Mitigation decisions also reflect leadership priorities long before emergency conditions reveal their consequences.

### *Preparedness*

Preparedness includes the planning, training, and readiness activities that enable effective response. This phase covers the development of emergency guidance, role clarity, personnel education, and coordinated drills or exercises. Repetition builds familiarity and confidence across the workforce, particularly in environments with high turnover or multiple shifts.

Without preparedness, response actions become fragmented, delayed, and dependent on improvisation. Preparedness only

fails when leaders cannot verify understanding or execution across the workforce.

### *Response*

Response begins at the moment an incident occurs. Its primary objectives are life safety, stabilization, and prevention of escalation. During this phase, organizations rely on established plans, trained personnel, and clear authority to function under real conditions. Effective response depends on timely communication, decisive leadership, and coordinated execution.

Response performance reflects the strength of prior mitigation and preparedness efforts. It also reveals whether leadership intent was truly operationalized.

### *Recovery*

Recovery marks the transition from immediate response to operational stabilization. It includes personnel accountability, restoration of critical functions, and support for workforce confidence. Recovery also requires a structured review of the event to identify gaps, validate decisions, and strengthen future preparedness.

This phase closes the emergency management cycle and reinforces long-term resilience.<sup>2</sup> Recovery is where leaders

---

<sup>2</sup>Keen, Richard. 2022. "8.2 Emergency Preparedness and Response [ISO 45001, with Procedure]." ISO 9001 Checklist.2022.  
<https://www.iso-9001-checklist.co.uk/ISO-45001/8.2-emergency-preparedness-response-ISO-45001.htm>.

validate decisions and correct systems before the next emergency.

## **Applying the Emergency Management Cycle to Evacuation**

### **Evacuation as a Process, Not a Single Action**

Evacuation, in practice, is the visible execution of decisions made long before an incident occurs. Effective evacuation depends on how well risks were identified, how clearly expectations were defined, and how consistently people were prepared to act. When evacuation is treated as a standalone task, organizations increase the likelihood of confusion, delay, and accountability failures. When it is treated as part of a broader emergency management system, outcomes become more predictable and controlled.

### **Mitigation and Evacuation Readiness**

Mitigation shapes evacuation readiness long before alarms sound. Facility design, exit capacity, lighting, signage, fire protection systems, and access control decisions all influence whether people can move safely under stress. Policy decisions such as occupancy limits, contractor integration, and space utilization also affect evacuation feasibility. These choices reduce the likelihood that evacuation will be required and limit the severity of conditions if it is. Organizations that invest in mitigation reduce dependence on last-minute decision-making during emergencies and improve overall life safety outcomes.

## Preparedness for Evacuation

Preparedness transforms planning into capability. At a strategic level, this includes defining evacuation objectives, establishing accountability concepts, and ensuring personnel understand what is expected of them during emergencies. Training and familiarization create recognition and confidence, reducing hesitation and panic when conditions deteriorate. Preparedness also ensures plans remain relevant as staffing, facility use, and operational risks evolve. Without preparedness, even well-designed facilities and policies fail to translate into effective action.

## Response and Evacuation Execution

Response is where evacuation becomes operational. It is the moment when planning, training, and leadership converge under actual conditions. Calm, orderly movement is not accidental; it reflects disciplined preparation and clear decision authority. Organizations that rely on improvisation during evacuation often experience breakdowns in communication and accountability. An effective response demonstrates whether emergency management investments were sufficient and whether leadership presence reinforces stability during uncertainty.

## Recovery After Evacuation

Recovery begins once immediate life-safety concerns are addressed. Accounting for personnel, confirming well-being, and restoring confidence are essential recovery functions. Evaluation of evacuation performance feeds directly back into mitigation and preparedness,

strengthening future readiness. Organizations that fail to close this loop miss critical learning opportunities and increase the likelihood of repeat failures<sup>3</sup>.

## **Why Emergency Management Must Precede Evacuation Planning**

### **Common Failures When Emergency Management Is Ignored**

Evacuation failures rarely occur because exits are missing or alarms do not sound. More often, they stem from weak emergency management foundations. Organizations may rely on checklists instead of systems, produce plans that are never exercised, or assume individuals will “figure it out” during emergencies. These gaps create inconsistent responses, unclear authority, and unreliable accountability. When emergency management is treated as a compliance task rather than an operational discipline, evacuation effectiveness becomes dependent on chance rather than design.

### **Emergency Management as the Foundation for Consistency**

Emergency management provides continuity across people, facilities, and time. It ensures mitigation decisions inform preparedness, preparedness supports response, and response

---

<sup>3</sup>FEMA. 2023. “National Planning Frameworks | FEMA.gov.” Wwww.fema.gov. March 21, 2023. <https://www.fema.gov/emergency-managers/national-preparedness/frameworks>.

feeds recovery. This alignment prevents fragmentation as personnel rotate, contractors change, or operational priorities shift<sup>4</sup>.

A consistent framework ensures that leadership expectations, communication methods, and accountability concepts to remain stable even when conditions change. Organizations that embed emergency management into routine operations are better positioned to sustain evacuation capability without constant reinvention.

## Leadership Perspective on System Readiness

From a leadership standpoint, evacuation planning is not optional, delegated, or situational. Leaders who prioritize emergency management signal that safety is not reactive or situational. They ensure that decisions made during emergencies align with established intent, rather than personal judgment under pressure. This approach reinforces trust and credibility, particularly in environments with diverse workforces and elevated risk profiles<sup>5</sup>.

Emergency management establishes the lens through which evacuation planning must be understood. Leadership, accountability, standards, roles, and procedures all derive their effectiveness from the strength of this foundation. When emergency management is clear and disciplined,

---

<sup>4</sup>ISO. 2018. "ISO 45001 Occupational Health and Safety." ISO.2018. <https://www.iso.org/iso-45001-occupational-health-and-safety.html>.

<sup>5</sup>"Standards & Guidelines | ASIS International." 2024. Asisonline.org. 2024. <https://www.asisonline.org/security-news/standards-guidelines/>.

evacuation becomes predictable, coordinated, and measurable. The discussion that follows builds on this framework, examining how leadership behavior, regulatory expectations, and structured planning translate emergency management principles into safe, effective workplace evacuations.

## **Chapter 2 - Leadership, Accountability, and Communication**

In any emergency, people look to their leaders for direction. Regardless of the event that requires evacuation, how leaders act affects every person involved. Great leaders give clear direction, stay calm under pressure, and make sure everyone knows what to do. This chapter explains why leadership plays a crucial role in emergencies, how accountability must work for everyone on site, and why good communication can make a life-or-death difference.

### **Leadership's Role in Modeling Behavior and Ensuring Safety**

Leadership in emergency situations impacts how people think, how they respond, and whether plans are followed when seconds count. In a crisis, workers pay more attention to leaders than at any other time. They watch how leaders act and take cues from them on how to respond.

Leaders who remain calm and confident help reduce panic and keep people focused on what needs to be done. However, for this to be possible, they need to be ready to make decisions quickly, adapt to unexpected changes, and provide direction even with limited information.

Leaders also set the tone for the organization's culture. A workplace that prioritizes safety, training, and preparedness before an emergency occurs is more likely to respond

efficiently when it does happen. Leaders should be visible in training and drills and should reinforce how to act before an emergency ever occurs. Doing so sends a clear message that safety is important and that everyone is expected to know and follow emergency procedures.

Good leaders also take responsibility for their actions and decisions. They hold themselves accountable, and they expect the same from others. Accountability does not equate to blame. It only ensures that plans are followed correctly and that every person is given the support they need to stay safe. The sense of responsibility and focus on preparedness strengthen the entire team and foster trust among workers.

### **Accountability: Tracking Every Individual**

Accountability during an emergency situation means knowing where every person is and that they are safe during and after an evacuation. This includes employees, contractors, temporary staff, visitors, and anyone else on site. In an emergency, even one untracked person can put the entire operation at risk.

Good accountability starts with accurate records before an event. It is essential to maintain a current list of all personnel, including contractors and visitors, and ensure everyone understands their role in the evacuation plan. When an alarm sounds, leaders and safety teams must verify that every person is accounted for through headcounts at designated assembly areas and checks on anyone who may need assistance to evacuate.

Accountability also means having systems in place to track people during an actual crisis. For example, checklists,

digital systems, and trained floor wardens can help teams confirm who has evacuated and who might still be in danger.

It is important to use clear procedures to prevent confusion and ensure that no one is forgotten in the rush to safety. According to OSHA, emergency plans should include methods for accounting for all workers after evacuation, such as designated assembly locations and responsible personnel.<sup>6</sup>

Leaders must also insist on accountability not just during emergencies, but during training and drills as well. Drills help identify weaknesses in accountability systems so they can be improved before an actual crisis. When leaders take drills seriously, teams take them seriously too.

### **Communication: Pre-Incident, During, and Post-Incident**

Communication is the bridge between planning and action. Without effective communication, even the best evacuation plan can fail.

Clear messaging keeps people informed, reduces fear, and helps ensure that actions are coordinated and consistent. According to a Malaysian case study, both leadership and communication are crucial factors during evacuations.<sup>7</sup>

---

<sup>6</sup> OSHA. “Emergency Preparedness and Response: Getting Started | Occupational Safety and Health Administration.” [www.osha.gov](http://www.osha.gov), 2023, [www.osha.gov/emergency-preparedness/getting-started](http://www.osha.gov/emergency-preparedness/getting-started).

<sup>7</sup> Yaacob, Safar, et al. “THE ROLE of LEADERSHIP and COMMUNICATION in DISASTER EVACUATION MANAGEMENT: A CASE.” *International Journal of Law, Government and Communication*, vol. 10, no. 41, 28 Sept. 2025, pp. 791–801, <https://doi.org/10.35631/ijlgc.1041051>. Accessed 31 Dec. 2025.

Let's see how effective communication plays a role at every stage:

## Before an Emergency

Preparation begins long before a crisis occurs. Leaders must communicate emergency plans clearly so that every person is aware of training sessions, posted evacuation maps, regular reminders, and drills. The goal is to make sure that safety information becomes familiar (not confusing) to everyone. Plans should also identify how different communication tools will be used during an emergency, including alarms, public address systems, text messages, and radios.

## During an Emergency

When an emergency happens, the speed and clarity of communication are critical. People should be alerted immediately with simple, easy-to-follow instructions. Leaders and safety teams should use pre-planned alerts and tools so that messages reach everyone quickly. To avoid misunderstandings, it is essential to keep messages short and direct.

However, it is also important to understand that communication during an evacuation also means listening. Leaders must be aware of new information, feedback from teams, and changes in conditions. Open, two-way communication helps ensure that leaders have accurate information and that responders on the ground can adapt to what is actually happening, not just what was expected.

## After an Emergency

Communication is not cut off once people reach safety. Leaders must follow up with updates, welfare checks, and clear explanations of next steps. After-action communication helps reduce uncertainty and builds confidence that the organization is in control and learning from the event. Post-incident communication also supports recovery and shows everyone that their well-being is a priority.

Integrated communication planning also includes having multiple means to send and receive information. For example, establishing primary and backup methods ensures that messages can still be delivered even if one system fails. Planning for redundancy improves resilience during a crisis.

### **Exercises: Validating Leadership, Accountability, and Communication**

Exercises are a critical tool for validating leadership intent, stress-testing communication channels, and testing accountability systems under realistic conditions. When leaders plan and conduct exercises, they see whether their expectations translate into actual performance and whether their teams respond as intended.

To start off with, repetition builds second-nature responses. The more scenarios are practiced, the more individuals internalize correct behavior, reducing hesitation and confusion when an actual emergency occurs. Exercises help leaders identify gaps in procedures, clarify roles, and reinforce communication pathways.

Stress-testing communication and accountability systems ensures that tools, alerts, and tracking processes work under pressure. Exercises can reveal problems such as incomplete personnel lists, unclear instructions, or failed messaging systems. Uncovering these weaknesses before a real event allows organizations to implement corrective actions that strengthen the overall evacuation plan.

FEMA's HSEEP framework conceptually supports this approach. It stresses the importance of scenario-based exercises to improve preparedness and resilience.<sup>8</sup> After each exercise, leaders should conduct debriefs, update procedures, and communicate lessons learned to all personnel.

In other words, exercises turn plans into actionable reality. They provide the proof that leadership intent, accountability, and communication will hold up when seconds matter.

### **The Bottom Line**

Leadership, accountability, and communication are not separate concepts. They work in sync to make evacuation plans succeed.

Leaders who communicate clearly and build strong accountability systems create environments where people know what to do, when to do it, and where to go. When these

---

<sup>8</sup> Federal Emergency Management Agency. "Homeland Security Exercise and Evaluation Program." [www.fema.gov](http://www.fema.gov), 10 Aug. 2023, [www.fema.gov/emergency-managers/national-preparedness/exercises/hseep](http://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep).

elements come together, everyone is better prepared, safer, and more confident in the face of an emergency.

## **Chapter 3 – Standards, Compliance, and Best Practices**

Emergency planning is not just good practice. In many cases, it is required by national safety standards and guidelines.

These standards protect employees, visitors, and facilities by setting expectations for emergency planning and responsive action. In this chapter, we will examine the key standards that define high-quality emergency and evacuation plans and explain why they matter.

### **OSHA 29 CFR 1910.38 – Emergency Action Plan Requirements**

One of the most commonly referenced workplace safety standards in the United States is OSHA 29 CFR 1910.38. OSHA stands for the Occupational Safety and Health Administration.

The purpose of this standard is to make sure employers are prepared for emergencies that may require rapid action, including evacuation. According to OSHA, if a workplace is covered by a specific OSHA standard that requires an emergency action plan, then a plan must be developed and implemented. This applies in many industries where risks are present.

Your emergency action plan must be written and kept where employees can review it. If a workplace has 10 or fewer

employees, the plan can be communicated orally instead of in writing, but all required elements must still be included.<sup>9</sup>

At a minimum, the plan must clearly explain the following:

- How emergencies are reported and what happens when an alarm sounds.
- How the evacuation will be carried out, including which exits to use.
- What employees who remain to operate critical systems should do before leaving.
- How the organization will account for all employees after evacuation.
- Procedures for any rescue or medical duties that may be assigned.
- Who can employees contact for more information or clarification about the plan.

An effective plan also requires an alarm system that can alert employees quickly and unmistakably. It must designate and train people to help others evacuate safely. And the plan must be reviewed with employees when it is first introduced, when someone's job changes, and whenever the plan itself is updated.

In practice, a well-implemented OSHA emergency action plan reduces confusion and helps people act confidently during an emergency. If a plan is poorly organized or

---

<sup>9</sup> OSHA. "1910.38 - Emergency Action Plans. | Occupational Safety and Health Administration." Osha.gov, 2020, [www.osha.gov/laws-regs/regulations/standardnumber/1910/1910.38](https://www.osha.gov/laws-regs/regulations/standardnumber/1910/1910.38).

outdated, evacuations can become chaotic, increasing the risk of harm.

## **ASIS CPP Domains: Risk Assessment, Emergency Response, and Crisis Management**

While OSHA explains what must be included in an emergency action plan, ASIS International provides a broader framework for thinking about emergency management. ASIS is a global organization for security professionals, and its Certified Protection Professional (CPP) Body of Knowledge includes key areas that relate directly to evacuation planning.<sup>10</sup> Let's take a look:

### **Risk Assessment**

Effective emergency planning starts with understanding what might go wrong, including identifying hazards, evaluating how severe they might be, and determining who or what is at risk. Doing a risk assessment helps teams decide how to prepare and what procedures are most important.

### **Emergency Response**

Evacuation is a central part of emergency response. This domain covers how an organization responds when a threat becomes real, including leadership roles, coordination with responders, and execution of the plan.

### **Crisis Management**

Crisis management is broader than just response. Crisis management includes preparing for emergencies, leading

---

<sup>10</sup> “CPP® (Certified Protection Professional).” [www.asisonline.org](http://www.asisonline.org), [www.asisonline.org/certification/certified-protection-professional-cpp/](http://www.asisonline.org/certification/certified-protection-professional-cpp/).

teams during incidents, communicating clearly, and supporting recovery afterwards. Strong crisis management ties planning, training, and leadership together so that an evacuation plan is more than just a checklist.

ASIS emphasizes that emergency planning is not a one-off task. It is part of an ongoing process of risk assessment, training, and improvement. Leaders who internalize these domains tend to create plans that are realistic, practical, and responsive to actual conditions.

### **NFPA 101 Life Safety Code Highlights**

The NFPA 101 Life Safety Code is one of the most widely recognized standards for protecting people in buildings during emergencies. Published by the National Fire Protection Association, it focuses on fire and life safety features and how buildings should support safe evacuation and reduced risk of injury.<sup>11</sup>

NFPA 101 is a deeply researched document based on decades of fire and emergency experience. The code addresses building design, construction features, fire protection systems, and the layout of exit routes. It applies to both new and existing buildings, and it is frequently adopted by local authorities as part of building codes or safety inspections.

One key element of NFPA 101 is the means of egress. Egress refers to the path people use to exit a building. The code sets standards for how wide these paths must be, how many exits

---

<sup>11</sup> National Fire Protection Association. “NFPA 101 Life Safety Code.” Nfpa.org, 2024, [www.nfpa.org/codes-and-standards/nfpa-101-standard-development/101](https://www.nfpa.org/codes-and-standards/nfpa-101-standard-development/101).

are required, how emergency lighting should function, and how exit routes must be maintained free of obstructions. The intention is that anyone in a building should be able to quickly and safely reach an exit during an emergency.

NFPA 101 also includes requirements for fire protection systems such as alarms, sprinklers, and smoke control systems. These systems are designed to detect problems early and help both occupants and first responders manage the event effectively. These safety measures complement emergency action plans by reducing hazards and ensuring evacuation routes remain safe and navigable.<sup>12</sup>

Even if a jurisdiction does not explicitly require NFPA 101, it is widely accepted as a best practice guideline. Organizations that align their plans with NFPA Life Safety Code criteria can be confident that their building systems support safe evacuation and reduce the likelihood of injury during emergencies.

## **Putting Standards Into Practice**

Standards are not a checklist you complete once and forget. They are tools that help organizations prepare, test, update, and improve their evacuation plans over time. OSHA 1910.38 explains what elements must be included in a workplace emergency action plan and how employees must be trained. The ASIS CPP framework shows how planning fits into broader risk assessment and crisis management practices. The NFPA 101 Life Safety Code guides the

---

<sup>12</sup> National Fire Protection Association. “NFPA 101 Life Safety Code.” Nfpa.org, 2024, [www.nfpa.org/codes-and-standards/nfpa-101-standard-development/101](https://www.nfpa.org/codes-and-standards/nfpa-101-standard-development/101).

physical and architectural conditions that support safe evacuation.

All together, these standards help make evacuation planning practical, realistic, and effective. They give leaders confidence that their plans meet legal requirements and reflect industry-recognized best practices. Following them also strengthens trust among employees, reduces confusion during a crisis, and improves the organization's ability to protect people and property when it matters most.

## **Chapter 4 – Roles & Responsibilities in Evacuation**

A successful evacuation depends on how well the roles and responsibilities are carried out. In an emergency, confusion can cost lives.

When everyone knows what they should do and how they fit into the plan, the response is faster, safer, and more coordinated. In this chapter, we break down the roles of key groups within your organization and explain why each role is essential.

### **Management**

As discussed earlier, leaders set the tone for every part of emergency planning and evacuation. They are responsible for creating, supporting, and maintaining the evacuation plan. This means making sure policies are documented, communicated, and reviewed regularly. Managers must also ensure that the organization has the resources it needs to prepare for emergencies. This includes training, equipment, communication systems, and time for drills.

In an emergency, management continues to play a vital role. Leaders should remain visible, model calm behavior, and make decisions that reflect the safety priorities of the organization. People look to leadership in times of crisis. When leaders act with confidence and clarity, it helps reduce fear and keeps the response orderly.

Management also ensures accountability. They make sure that there are systems in place to confirm that all employees, contractors, and visitors are evacuated and accounted for. Accountability is not optional.

## **Security & Safety Teams**

Security and safety teams play a critical role in bringing the evacuation plan to life. These teams are usually the first to activate emergency procedures and guide others through them. Their responsibilities include maintaining emergency equipment, coordinating drills, and acting as a point of contact with first responders such as fire, police, and medical personnel.

Before an emergency, these teams help prepare evacuation routes, check alarm systems, and train floor wardens and other key personnel. They make sure everything is in place so that when an evacuation is needed, there is no delay.

During an evacuation, security and safety teams monitor conditions, support communication, and help maintain order. They work to ensure evacuation routes are clear and accessible. If someone needs assistance, these teams are the ones trained to provide it.

Security and safety teams also lead post-evacuation checks. They confirm that designated assembly areas are safe and that everyone has reached a secure location. Their work helps leaders make informed decisions about when it is safe to return or when additional emergency support is needed.

## **Floor Wardens & Marshals**

Floor wardens and marshals are also an essential part of an evacuation plan. They serve as ground leaders, ensuring people on their assigned floors or areas move safely and efficiently during an evacuation. A warden's job includes checking that all rooms are clear, guiding occupants along designated routes, and helping those who may need extra time or assistance.

Floor wardens should be trained to know every exit route and assembly point in their area. They also need to understand how to communicate with security and safety teams so that leaders have real-time information about how the evacuation is progressing.

In many workplaces, floor wardens keep checklists that help confirm whether people have left a designated area. This makes accountability more accurate and prevents assumptions that everyone has evacuated. Their role is not easy, but it is one of the most important for protecting life and maintaining order during emergencies.

## **Employees**

Every employee has a responsibility in an evacuation. No matter what your job title is, you should know the evacuation routes for your area, understand where the assembly points are, and participate in drills. Being prepared reduces panic and improves safety during an emergency.

Employees are expected to follow instructions from leaders, security and safety teams, and floor wardens. The quickest way to increase risk is to ignore instructions or assume you

know an easier way out. Evacuation plans are designed based on careful planning and risk assessments. Following the plan helps keep everyone safe.

Participation in drills is also an employee's responsibility. Regular practice helps you remember what to do and reduces indecision. It also helps safety teams identify gaps in planning so improvements can be made. Your actions contribute to the safety of everyone in the building.

### **Visitors and Contractors**

Visitors and contractors are part of the organization during the time they are on site. Sometimes, contractors/employees also need to be briefed prior to arriving at the worksite. Therefore, evacuation plans must include them. This means that when they arrive, they should be informed about emergency procedures. They should know where exits are, what alarms sound like, and where to go if an evacuation is ordered.

Contractors might work irregular hours or be unfamiliar with the layout of the building, which makes orientation even more critical. Accountability systems must include contractors and visitors so that during an emergency, no one is overlooked. Record keeping for visitors and contractors must be current and accessible.

In an emergency, contractors and visitors should follow the same procedures as employees. They should listen to instructions from floor wardens and safety teams, move quickly to designated routes, and check in at assembly points. Their cooperation helps keep the evacuation organized and reduces risk for everyone.

## **Bringing It All Together**

Roles and responsibilities in an evacuation are interconnected. Management sets the expectations. Security and safety teams ensure procedures are ready to be implemented. Floor wardens guide people during evacuation. Employees follow the plan and practice it. Visitors and contractors are included and supported.

When each group understands its role and performs it confidently, the whole organization moves as one during an emergency. Preparation, training, and responsibilities make evacuation safer for everyone.

## **Chapter 5 – Evacuation Triggers, Procedures, & Case Study**

Emergencies that require evacuation can come from many directions. Some events are sudden and obvious, while others build slowly and catch people off guard. The goal of any evacuation plan is to spot triggers early and act quickly and safely.

In this chapter, we will cover common evacuation triggers and lay out the procedures that help organizations respond effectively.

### **Common Triggers**

Emergency triggers are events or conditions that signal the need to begin evacuation procedures. These triggers are based on risk assessments and should be clearly defined in your emergency action plan. Understanding them helps teams act without hesitation when alarms sound. Common triggers include:

#### **Fire**

Fire is one of the most common evacuation triggers. Smoke and flames spread quickly and create dangerous conditions for anyone inside a building. According to the National Fire Protection Association, fire alarms and detection systems play a critical role in early warning and safe evacuation.

Regular maintenance and testing of alarms are essential so they function when needed.<sup>13</sup>

## Chemical Spills

Chemical releases or hazardous material spills can pose immediate threats to health. These events may release toxic fumes, corrosive liquids, or explosive conditions.

In workplaces that handle chemicals, evacuation plans must account for rapid notification and safe distancing away from the affected area. Specialized procedures may also call for shelter-in-place if moving people increases risk.

## Active Shooter or Violent Incident

Violence in the workplace is, unfortunately, a reality for many organizations. An active shooter or violent intrusion requires a different trigger and response mindset. Evacuation may be the safest option, but in some scenarios, sheltering may save lives until law enforcement arrives. Plans should include guidance for Run Hide Fight decision-making, supported by trained drills and awareness programs.

## Severe Weather

Weather events, including hurricanes, tornadoes, flooding, and severe thunderstorms, can make buildings unsafe. Weather triggers usually come with official alerts from meteorological authorities. These alerts should link into your

---

<sup>13</sup> Mahoney , Shawn . Nfpa.org, 2021, [www.nfpa.org/news-blogs-and-articles/blogs/2021/08/20/a-guide-to-fire-alarm-basics-emergency-control-functions](https://www.nfpa.org/news-blogs-and-articles/blogs/2021/08/20/a-guide-to-fire-alarm-basics-emergency-control-functions).

communication plan so evacuation or protective actions happen in time.

## Utility Failure

Loss of power, gas leaks, or water main breaks can make conditions hazardous. Power outages can disable critical systems like elevators and emergency lighting. Gas leaks create explosion risks. Evacuation plans should identify how utility failures trigger response and who is responsible for shutting down hazardous systems if safe to do so.

## Structural Collapse or Facility Damage

Structural issues such as partial building collapse, ceiling failures, or risks found during inspections should trigger evacuation. In these situations, evacuation is immediate to avoid injuries from falling debris or unstable sections of a structure.

## Evacuation Procedures

Once a trigger occurs, the organization moves from planning into action. Here are the evacuation procedures that outline the steps and expectations to ensure people leave dangerous areas quickly and safely.

## Notification

The first step is letting everyone know an evacuation is in progress. Notification methods include alarms, public address systems, sirens, lights, text alerts, and two-way radios. The notification should be speedy, clear, and instantly recognizable. Alarm sounds and signals must be tested regularly so everyone knows what they mean without confusion.

## Routes and Exits

Every evacuation plan must clearly define primary and secondary routes out of the building. Exit routes should be marked with visible signs and remain free of obstacles. Emergency lighting should function even if normal power is lost. Workers should be familiar with multiple paths to safety so that if one route is blocked, they can quickly choose another. These routes must be reviewed periodically as layouts change or renovations occur.

## Accountability

Once people begin moving to safety, leaders and safety teams must track who has evacuated and who may still be inside. Accountability is usually maintained at designated assembly areas away from the building. Headcounts, sign-in sheets, and wardens assigned to specific areas help confirm that everyone has reached safety. It protects lives and helps first responders know if someone may still be in danger.

## Incident Command System (ICS) Linkage

Many organizations use the Incident Command System or similar frameworks to organize response. ICS establishes clear roles and authority during emergencies. It ensures that communication flows between internal teams and external responders like fire and police. Linking evacuation procedures to an ICS structure helps keep actions coordinated and avoids duplication or conflict.

## Re-Entry Protocols

Once an evacuation is complete, the next question is when people can return. Re-entry protocols should be defined in

the emergency plan and must be authorized by a competent incident commander or safety official. Returning too early can expose people to risk. Only after conditions are verified as safe should leaders allow re-entry.

## **Case Study: Evacuation Failure Involving a Newly Arrived Contractor**

***Disclaimer:** For all intents and purposes, this case study is anonymized, with certain details omitted to protect identities and sensitive information.*

This case examines an incident at a military base where a newly arrived contractor was left unaccounted for during a missile attack. The purpose is to highlight practical lessons about onboarding, accountability, and emergency readiness.

### **The Case**

On their first day, the contractor received no safety briefing, was not added to any accountability roster, and was unfamiliar with alarms, evacuation routes, or shelter locations. The oversight was not intentional, but it revealed a system stretched thin and unable to track basic safety requirements.

Within 24 hours, missile alarms sounded. Experienced personnel responded instinctively, moving to designated shelters. The new contractor, unaware of the procedures, was left behind as supervisors evacuated. The incident exposed a critical gap in accountability.

## Following the Attack

After the attack, no structured follow-up occurred. There were no welfare checks, debriefs, or medical screenings. Subsequent drills continued to reveal weaknesses, including incomplete accountability checks and inconsistent communication. The contractor's attempts to improve procedures had a limited impact, and recognition of "safe evacuation performance" conflicted with reality, which undermined trust and morale.

The psychological impact on the contractor was significant. Repeated exposure to unsafe conditions, lack of support, and unclear communication created anxiety and heightened vigilance.

## Recommended Measures

Several straightforward measures could have prevented these issues, including:

- Day-one safety integration
- Accurate accountability rosters
- Leadership verification during evacuations
- Post-incident contact
- Structured drills
- Clear communication channels
- Scenario-based exercises tailored to actual operational conditions (especially when staffing levels fluctuate or experienced personnel are absent)

## Lessons Learned

The lessons learned from this case are important. First and foremost, new personnel must be oriented immediately, and

every individual must be accounted for, including contractors and temporary staff.

Leaders must model proper behavior, evacuate systematically, and confirm accountability. Evacuation planning should reflect real-world conditions, and post-incident support must be automatic. Recognition should align with actual performance, and improvisation should never replace structured planning. Transparent communication after an incident is essential for restoring trust and reducing psychological harm.

### The Bottom Line

Emergency management is only effective when leadership, accountability, and communication are consistent. Even small oversights, such as missed briefings or outdated rosters, can put lives at risk. The contracting organization failed to uphold its duty of care, violating U.S. OSHA requirements for Emergency Action Plans (29 CFR 1910.38), international safety standards (ISO 45001:2018), and professional security best practices (ASIS International, 2019).

These standards are critical because they provide clear guidance on planning, accountability, communication, and leadership, all of which are essential for keeping people safe during emergencies.

## Chapter 6 – Special Considerations

Evacuation planning works best when it considers everyone who may be affected. People are not all the same, and emergencies do not pause for differences in ability, language, or work schedule. This chapter highlights key special considerations that many organizations overlook but must address to ensure a safe evacuation for all.

### **Mobility-Impaired Personnel**

Not everyone can move at the same speed or in the same way during an emergency. People with mobility impairments (permanent or temporary) require thoughtful planning and support. This might include employees who use wheelchairs, people with limited strength, or individuals recovering from recent injury or surgery.

Evacuation plans must include procedures for assisting these individuals. For example, individuals with sensory impairments such as visual or hearing loss need specific communication tools such as vibrating alerts, visual alarms, or text-based updates. People with cognitive differences may benefit from simplified instructions and routine practice to build confidence. The Federal Emergency Management Agency<sup>14</sup> encourages inclusive emergency planning to

---

<sup>14</sup> “Office of Disability Integration and Coordination | FEMA.gov.”  
Www.fema.gov, [www.fema.gov/about/offices/disability](http://www.fema.gov/about/offices/disability).

ensure plans are accessible, understandable, and executable by everyone.

## **Language Barriers and Communication Differences**

Workplaces today can be more diverse than ever. Many teams include people who speak different languages or who have limited familiarity with the primary language used in training and documentation. This can create dangerous confusion during an emergency if instructions are not understood quickly and clearly.

Evacuation planning must address language barriers by providing materials and alerts in multiple languages or using universal symbols and signage. Visual cues like icons and well-marked exit signs help everyone, especially when stress reduces the ability to process detailed verbal instructions. Simple, concise communication reduces misunderstanding and helps everyone respond appropriately.

Technology such as multi-language alert systems, text messages, or translation apps can also support effective communication.

## **Night Shift and Skeleton Crews**

Emergency planning sometimes assumes full staffing during daylight hours. However, many organizations operate 24 hours a day with skeleton crews during night shifts or weekends. These workers may not have immediate access to the same resources or support teams available during normal hours.

Plans must account for reduced staffing by assigning clear roles and responsibilities to night shift personnel. Specific

contact lists, accessible alarms, and training schedules should ensure that even a small team can act decisively. Drills must include night shift scenarios so that employees understand how to respond even when support functions are limited or when fewer people are present.

Evacuation routes and lighting should also be checked regularly for night use, since natural light is unavailable. Emergency signage and lighting help guide people safely when visibility is low.

### **High-Security Areas**

Some facilities contain high-security or restricted-access spaces where standard evacuation procedures might not work the same way. This includes server rooms, laboratories, controlled access zones, and areas with sensitive information or hazardous materials.

High-security areas require special planning that balances safety with security protocols. Evacuation routes must be mapped so they do not conflict with security procedures, and access controls should enable rapid egress in an emergency. Personnel in these areas should receive tailored training that aligns security requirements with safety expectations.

### **Wrapping Up**

Special considerations are essential components of any evacuation plan. When organizations prepare for these factors, they show respect for diversity and commitment to safety for every individual. It also ensures that when an evacuation is needed, everyone has the best possible chance of reaching safety.

## **Chapter 7 – Post-Evacuation & Recovery Actions**

People usually assume that when an emergency is over and people are safe, the work is not finished; however, how an organization responds after an evacuation matters just as much as what it does during one.

Post-evacuation and recovery actions help confirm that everyone is accounted for, support people's emotional needs, ensure operations can continue, and improve future safety. This chapter explains the key steps organizations should take after an evacuation to close out the event responsibly and strengthen preparedness for next time.

### **Headcount and Welfare Checks**

Once people have reached designated assembly areas or safe zones, the first priority is confirming their well-being. Conducting a headcount quickly and accurately gives leaders insight into who may still be missing or in need of assistance. Accountability systems from training and drills should be applied consistently.

Headcount should rely on established tools, whether those are paper rosters, digital tracking, or reports from floor wardens. Anyone not present at the assembly point needs to be reported immediately so a search or response can be coordinated.

After the headcount, welfare checks begin. This means checking on individuals' physical health and identifying anyone who may have injuries, medical conditions, or needs that require attention. Even if a person appears unharmed, they may be in shock or experiencing symptoms that only appear later. Immediate welfare checks support quick medical referrals and help prevent minor issues from becoming serious.

### **Business Continuity Activation**

An evacuation interrupts normal operations. Depending on the severity of the incident, organizations may need to transition from emergency response to business continuity activities. Business continuity plans describe how essential functions continue when the primary workplace is unavailable or compromised.

Once people are safe, leaders should determine whether continuity plans should be activated. It may include shifting work to alternate locations, enabling remote operations, safeguarding data, or communicating with customers and partners about expected impacts.

Business continuity is not separate from evacuation planning. It is a natural extension of preparedness that keeps the organization running, protects assets, and preserves reputation. The organization should use its continuity framework to ensure that disruption is minimized and that people can resume meaningful activity as soon as possible.

## **Incident Debriefs and After-Action Reports**

After everyone is safe and continuity plans are in motion, the next critical step is learning from what happened. Incident debriefs bring together leaders, safety teams, floor wardens, and others involved in the response to talk through what occurred. The purpose is to understand what worked well and what needs improvement.

Following debriefs, an after-action report (AAR) documents the findings. An AAR typically summarizes the timeline of events, decisions made, challenges encountered, and recommendations for change. This document becomes a learning tool that strengthens future planning, training, and execution.

AARs should also be shared with relevant stakeholders and integrated into training, plan updates, and leadership discussions. This closes the feedback loop and ensures that lessons learned lead to fundamental changes in practice.

## **Emotional and Psychological Support for Personnel**

Emergencies leave lasting emotional and psychological effects. People react to stress in different ways. Some may feel fine immediately after an event, while others may experience anxiety, sleep disturbances, or lingering stress. The psychological impact of an emergency deserves support.

Offering emotional support should be part of recovery planning. This can include providing access to counselors, employee assistance programs, peer support groups, and quiet spaces for debriefing. Leaders should encourage people to talk about their experiences and feelings without

judgment. Normalizing emotional reactions helps reduce stigma and supports long-term well-being.

Communication plays a role here, too. Leaders should provide updates about what support is available and how people can access it. Psychological support should not be an afterthought but a planned part of recovery that begins soon after the event.

### **Closing the Event**

Post-evacuation and recovery actions are not simply administrative steps. They honor the lived experience of everyone involved, strengthen safety culture, and prepare the organization for future emergencies. When headcount and welfare checks are thorough, business continuity is activated appropriately, debriefs lead to improvement, and emotional support is provided without hesitation, the organization completes the emergency cycle with integrity.

The goal is to return to normal operations with greater confidence, readiness, and commitment to safety. Organizations that take recovery seriously build resilience that lasts far beyond the moment of crisis.

## Lead with Preparedness

Evacuation planning is not complete when the alarms stop or when people reach safety. True leadership in emergency management demands ownership of outcomes and a commitment to improvement.

The events and exercises described in this book demonstrate that preparedness is not a one-time task but a dynamic system formed by deliberate decisions, visible leadership, and practiced action. Leaders who take responsibility for every aspect of evacuation (training, communication, accountability, and follow-up) ensure that plans move from paper to performance when it matters most.

Preparedness is most effective when leadership is engaged at every level. From verifying headcounts and guiding personnel during drills to supporting recovery and post-incident debriefs, leaders model the behavior that others follow.

When organizations invest in exercises, stress-test their systems, and act on lessons learned, they translate intent into action plans. Leadership ownership guarantees that evacuation plans are living processes, capable of adapting to real-world challenges while protecting lives.

In the end, preparedness is only as strong as the leaders who own it.

## **Connect with the Author**

Preparedness is not simply a plan on paper. It is the result of leadership, accountability, and communication working together before an emergency occurs. Organizations that invest in these principles build the confidence and structure needed to protect people when it matters most.

If you have questions about evacuation planning, emergency management, or workplace preparedness, you are welcome to connect.

**Christopher Leonidas, CPP®, CPOI, cATO™**

Email: [info@leonidasrisk.com](mailto:info@leonidasrisk.com)

Website: [www.LeonidasRisk.com](http://www.LeonidasRisk.com)

LinkedIn: [www.linkedin.com/in/christopherleonidas](http://www.linkedin.com/in/christopherleonidas)