

Emergency Operations Plan

HOMER-CENTER RECREATION AND PARK BOARD

Homer-Center Recreation and Park Board
PO BOX 45, HOMER CITY, PA 15748
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Promulgation and Policy Statement

The Homer-Center Recreation and Park Board is committed to the safety and security of visitors on its properties. In order to support that commitment, the Board has asked for a thorough review of Board's emergency protection, mitigation, prevention, preparedness, response, and recovery procedures relevant to natural, technological, and human-caused disasters.

The Emergency Operations Plan (EOP) that follows is the official policy of the Board. It is a result of a comprehensive review and update of policies in the context of its location and in the current world situation. We support its recommendations and commit the Board's resources to ongoing trainings, exercises, and maintenance required to keep it current.

This plan is a blueprint that relies on the commitment and expertise of individuals within and outside of the Board community. Furthermore, clear communication with emergency management officials and ongoing monitoring of emergency management practices and advisories are essential.

This emergency operations plan has been approved by the Board. This plan is effective immediately and supersedes all previous editions. All previous plans and editions shall be destroyed.

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I. INTRODUCTION

A. Purpose of the Plan

The purpose of the Emergency Operations Plan (EOP) is to provide information on how to respond to emergency incidents by outlining the responsibilities and duties of the school and its employees. Developing, maintaining, and exercising the plan empowers employees to act quickly and knowledgeably. The plan educates staff and other key stakeholders on their roles and responsibilities before, during, and after an incident. This plan provides members of the community with assurances that the Board has established guidelines and procedures to respond to incidents/hazards in an effective way.

Developing, maintaining, and exercising the EOP increases legal protection. Boards without an established emergency operations plan may be found liable for their absence. While no set of policies rules out the potential for legal problems, establishing procedures and guidelines on the best professional practices provides a margin of protection against liability.

This Basic Plan outlines the Board’s approach to emergency management and operations. It has been developed to assist the Board protect its staff and visitors during an emergency. This plan takes an all-hazard approach to emergency management and plans for prevention, protection, mitigation, response, and recovery.

The mission of the Board in an emergency/disaster is to:

- Prevent emergencies and disasters
- Protect lives and property
- Mitigate the effects of a disaster
- Respond to emergencies promptly and properly
- Aid in recovery from disasters

B. Scope of the Plan

The EOP provides guidelines and procedures for dealing with existing and potential incidents. The basic plan and the functional and hazard-specific annexes outline an organized, systematic method to mitigate, prevent, prepare for, respond to, and recover from incidents. The plan discusses the expectations of staff; roles and responsibilities; direction and control systems; internal and external communications; training and sustainability; authority and references as defined by local, state, and federal government mandates; common and specialized procedures; and specific hazard vulnerabilities and responses/recovery.

This plan provides direction guiding how the Board will work in partnership with federal, regional, and local first responders in compliance with the National Incident Management System (NIMS). To this aim, this plan has been designed to ensure the Board has fully incorporated NIMS compliant policies and procedures into its daily and event management processes.

C. Coordination with Emergency First Responders

Various agencies and services are involved in responding to incidents, including emergency responders from law enforcement, safety, fire, emergency agencies, as well as mental health and other community organizations. Our EOP includes planning with various federal, state, and/or local agencies and community service providers to aid in timely communication and response to an incident. Our planning may include written agreements to help coordinate services between the agencies and the Board. If mutual aid agreements are created, a copy will be maintained with other important documents related to this emergency operations plan. Planning should specify the type of communication and services provided by one agency to another. In accordance with State law, our plan has been shared with our first response agencies, as well as our municipal and county Emergency Management Administrators (EMAs).

D. Situation Overview

1. Situation

Our facilities are exposed to many hazards, all of which have the potential for disrupting the community, causing casualties, and damaging or destroying public or private property. A summary of the major hazards is provided in Table 1.

The Board is committed to the safe evacuation of visitors with functional needs. To this end, the Board will work to ensure all facilities are ADA compliant. The functional needs population includes, but is not limited to, persons with:

- Limited English proficiency,
- Blindness or visual disabilities,
- Cognitive or emotional disabilities,
- Deafness or hearing loss,
- Mobility/physical disabilities (permanent and temporary), and
- Medically fragile health (including asthma and severe allergies).
- Temporarily on crutches, wearing casts, etc.

The Board has jurisdiction over the following facilities, situated at the below listed locations.

NAME	ADDRESS	COUNTY	MUNICIPALITY
Aultman Park	68 W 7th St. Aultman, PA 15713	Indiana	Center Twp.
Floodway Park	180 N. Main St. Homer City, PA 15748	Indiana	Homer City Borough
In Town Park	131 E. Wiley St. Homer City, PA 15748	Indiana	Homer City Borough
Lucerne Park	21 E 8th St. Lucernemines, PA 15754	Indiana	Center Twp.
Homer City Pool	11 Harrison St. Homer City, PA 15748	Indiana	Homer City Borough
Risinger Park	2541 Old Us 119 Hwy S. Homer City, PA 15748	Indiana	Center Twp.
Syntron Field	160 Booster Dr. Homer City, PA 15748	Indiana	Center Twp.

E. Hazard Analysis Summary

Our facilities are exposed to many hazards which have the potential for disrupting the community, causing casualties, and damaging or destroying public or private property. The county emergency management agency and individual municipalities maintain Emergency Operations Plans (EOPs) to address hazards and incidents. This EOP has been developed to fit into the larger county and municipal EOPs.

A hazard analysis has been completed by the Board. A listing of the most likely hazards and vulnerabilities is provided in Table 1.

TABLE 1 – HIGH-PRIORITY HAZARDS

Flood	Flooding is a natural feature of the climate, topography, and hydrology of the surrounding areas. Flooding predominates throughout the winter and early spring due to melting snow, breakaway ice, and rainy weather. Flooding could threaten the safety of students and staff whenever storm water or other sources of water threaten to inundate grounds or buildings. Flooding may occur if a water pipe breaks or prolonged rainfall causes urban streams to rise. Flooding may also occur as a result of damage to water distribution systems such as failure of a dam or levee.
Severe Weather	High winds, tornados, severe thunderstorms, heavy snow and/or ice, and other weather emergencies can affect the facilities. The effects are generally transportation problems and loss of utilities, but can vary with the intensity of the storm and the equipment and staff available to perform tasks to lessen the effects of severe local storms.
Armed Intruder	While an armed intruder incident has never occurred at any facility, any facility is vulnerable to this type of threat.
Nuclear Power Plant	No facility resides within the ten-mile Emergency Planning Zone (EPZ) of a Nuclear Plant. The nearest nuclear power plant is the Beaver Valley Power Station, approximately 50 miles SW.
Bomb Threat	Communicated threats regarding the presence of destructive devices on Board property have never taken place. However, they are possible. These threats may include the placement of any explosive device of an incendiary, chemical, biological, or radioactive nature.
Vehicle Crash	Vehicle crashes may occur both within the geographic boundaries of the facilities or outside the facilities. In these crashes, persons may sustain injury or death.
Hostage	In the history of this Board, an intruder or intruders have never gained access to Board property and taken hostages. However, the risk of a hostage event always exists.
Fire/ Explosion	Fire or explosion hazards are a prevalent type of threat/hazard in any structure.
Hazardous Materials	Hazardous materials are used for a variety of purposes and are regularly transported through many areas in and around our facilities. Chemicals, cleaning agents, pesticides, and other chemicals are all used and stored on Board grounds. Hazardous materials may also be used or stored in nearby facilities.

Infectious Disease	<p>A pandemic is a global outbreak of disease that occurs when a new virus appears that can spread easily from person to person. People that have not been exposed to this new virus before have little or no immunity to the virus; therefore, serious illness or death is more likely to result than during seasonal flu.</p> <p>The effects of a pandemic can be lessened if preparations are made ahead of time. The Board is vulnerable to a pandemic and must understand the impact on the overall illness rates within the community.</p>
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F. Planning Assumptions and Limitations

1. Planning Assumptions

- The community will continue to be exposed and subject to hazards and incidents described in the Hazard Analysis Summary, as well as lesser hazards and others that may develop in the future.
- A major disaster could occur at any time and at any place. In many cases, dissemination of warning to the public and implementation of increased readiness measures may be possible; however, some emergency situations occur with little or no warning.
- A single site incident (e.g., fire, gas main breakage) could occur at any time without warning and the employees of the Board affected cannot and should not wait for direction from local emergency response agencies. Action is required immediately to save lives and protect Board property.
- Following a major or catastrophic incident, the Board may have to rely on its own resources to be self-sustaining for up to 72 hours.
- There may be a number of injuries of varying degrees of seriousness to faculty, staff, and/or students. Rapid and appropriate response will reduce the number and severity of injuries.
- Outside assistance from local fire, law enforcement, EMS, and emergency managers will be available in most serious incidents. Since it takes time to request and dispatch external assistance, it is essential for the Board to be prepared to carry out the initial incident response until responders arrive at the incident scene.
- Proper prevention and mitigation actions, such as creating a positive work environment and conducting fire and safety inspections, can prevent or reduce incident-related losses.
- Maintaining the EOP and providing frequent opportunities for stakeholders (staff, community, emergency responders, etc.) to participate in training and conduct periodic emergency drills and exercises can improve the Board's readiness to respond to incidents.
- A spirit of volunteerism among the Board and its employees will help provide assistance and support to emergency response efforts.
- Board facilities will be made available to municipal, county, and state officials for emergency planning, exercise purposes, and actual service in the event of a community emergency.
- The Board has developed this plan striving to be in compliance with the FEMA, *Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101*.

- The Board has developed this plan striving to be in compliance with the Pennsylvania Emergency Management Agency *Multi-Hazard Planning Toolkit*.
- The Board’s emergency operations program will follow the National Incident Management System (NIMS) guidelines.

2. Planning Limitations

It is the policy of the Board that no guarantee is implied by this plan of an ideal emergency response and incident management system. As personnel and resources may be overwhelmed, the Board can only endeavor to make every reasonable effort to manage the situation with the resources and information available at the time.

II. CONCEPT OF OPERATIONS

A. Objectives

The objectives of the emergency operations program are to protect the lives and well-being of its staff and visitors through the prompt and timely response of trained personnel, should an emergency occur. To meet these objectives, the Board shall establish and maintain a comprehensive emergency operations program that includes plans and procedures, hazard analysis, security audits, training and exercise, and plan review and maintenance.

B. General

- It is the responsibility of Board officials to protect staff and visitors from the effects of hazardous events. This involves having the primary role in identifying and mitigating hazards, preparing for and responding to, and managing the recovery from emergency situations that affect the Board.
- It is the responsibility of the Board to provide in-service emergency response education for all Board members and staff.
- It is the responsibility of the Board to conduct drills and exercises to prepare staff for an emergency situation.
- To achieve the necessary objectives, an emergency program has been organized that is both integrated (employs the resources of the Board, local emergency responders, organized volunteer groups, and businesses) and comprehensive (addresses mitigation/prevention, preparedness, response, and recovery). This plan is one element of the preparedness activities.
- This plan is based on a multi-hazard approach to emergency planning. It addresses general functions that may need to be performed during any emergency situation and is not a collection of plans for specific types of incidents.
- The Incident Command System (ICS) will be used to manage all emergencies that occur. The Board encourages the use of ICS to perform non-emergency tasks to promote familiarity with the system. Appropriate staff will be trained in ICS.
- Personnel tasked in this plan are expected to develop and keep current standard operating procedures (SOP) that describe how emergency tasks will be performed. The Board is charged with ensuring the training and equipment necessary for an appropriate response are in place.
- This plan is based upon the concept that the emergency functions that must be performed by the Board generally parallel some of the normal day-to-day functions. To the extent possible, the same personnel and material resources used for day-to-day activities will be employed during emergency situations. Personnel and equipment resources are limited; some routine functions that do not contribute directly to the emergency

may be suspended for the duration of an emergency. The personnel, equipment, and supplies that would normally be required for those functions will be redirected to accomplish emergency tasks.

- Local government is responsible for organizing, training, and equipping local emergency responders and emergency management personnel, providing appropriate emergency facilities, providing suitable warning and communications systems, and for contracting for emergency services. The state and federal governments offer programs that provide some assistance with portions of these responsibilities.

C. Operational Guidance

1. Initial Response

Board personnel are likely to be first on the scene of an emergency. They will normally take charge and remain in charge of the incident until it is resolved or others who have legal authority to do so assume responsibility. They will seek guidance and direction from local officials and seek technical assistance from state and federal agencies and industry where appropriate.

The Incident Commander will be responsible for activating the emergency operations plan and the initial response:

- Evacuation – Requires all staff and visitors to leave the facility. Evacuation can be highly effective if it can be completed before the arrival of the hazard.
- Reverse Evacuation – Requires all staff and visitors to go to safe places in a building from outside the building.
- Lock down – All exterior and interior doors are locked, and visitors and staff stay in inside.
- Shelter-in-place – Visitors and staff are held in the building, windows and doors are sealed, and all ventilation systems are shut off. Limited movement is allowed. Shelter-in-place is most effective during emergencies involving hazardous materials, which produce toxic vapors outside of the facility. Taking shelter inside a sealed building is highly effective in keeping safe.
- Drop, cover and hold – Visitors and staff drop low, take cover under furniture, cover eyes and protect internal organs.

2. Notification Procedure

- In case of an incident at any Board facility, the flow of information shall be from the Incident Commander to the Board office.

Information should include the nature of the incident and the impact on the facility, visitors, and staff.

- In the event the Board is in receipt of information, such as a weather warning, the information shall be provided to the staff and visitors. Specific guidelines are found in the individual annexes and appendices.

3. Training and Exercise

The Board understands the importance of training, drills, and exercises in the overall emergency management program. To ensure that Board personnel and community first responders are aware of their duties and responsibilities under the Board EOP, and the most current procedures, the following training, drill, and exercise actions will occur:

- Training and refresher training sessions shall be conducted for all Board personnel.
- Information addressed in these sessions will include updated information on plans and/or procedures and changes in the duties and responsibilities of plan participants. Discussions will also center on any revisions to additional materials, such as annexes and appendices. Input from all employees is encouraged.
- The Board will periodically plan for drills and exercises.
- The Board will participate in any external drills or exercises sponsored by local emergency responders. Availability of Board personnel and the nature of the drill or exercise shall govern the degree to which the Board will participate as it relates to improving the Board's ability to respond to and deal with emergencies.

4. Implementation of the Incident Command System (ICS)

- The designated incident commander (IC) for the Board will implement the ICS and serve as the IC until relieved by a more senior or more qualified individual. The IC will establish an incident command post (ICP) and provide an assessment of the situation to local officials, identify response resources required, and direct the on-scene response from the ICP.
- For disaster situations, a specific incident scene may not exist in the initial response phase and the local Emergency Operations Center may accomplish initial response actions, such as mobilizing personnel and equipment and issuing precautionary warnings to the public. As the potential threat becomes clearer and a specific impact site or sites identified, an Incident Command Post may be established by the Board, and direction and control of the response

transitioned to the IC. This scenario would likely occur during a community wide disaster.

5. Source and Use of Resources

The Board will use its own resources to respond to emergency situations until emergency response personnel arrive. If additional resources are required, the following options exist:

- Maintain an inventory of organizational response assets, equipment, and supplies.
- Request assistance from volunteer groups active in disasters.
- Request assistance from industry or individuals who have resources needed to assist with the emergency situation.

D. Incident Command System (ICS)

- The Board will employ ICS in managing emergencies. ICS is both a strategy and a set of organizational arrangements for directing and controlling field operations. It is designed to effectively integrate resources from different agencies into a temporary emergency organization at an incident site that can expand and contract with the magnitude of the incident and resources on hand.
- The incident commander is responsible for carrying out the ICS function of command—managing the incident. The four other major management activities that form the basis of ICS are operations, planning, logistics, and finance/administration. For small-scale incidents, the IC and one or two individuals may perform all of these functions. For larger incidents, a number of individuals from different local emergency response agencies may be assigned to separate staff sections charged with those functions.
- In emergency situations where other jurisdictions or the state or federal government are providing significant response resources or technical assistance, it is generally desirable to transition from the normal ICS structure to a Unified Command structure. This arrangement helps to ensure that all participating agencies are involved in developing objectives and strategies to deal with the emergency.
- This plan has been developed and reviewed with the support of our local first responders. In reviewing this plan, the local first responders concur and support our commitment to employ ICS standards and processes when responding to, or training for prospective events.

E. Incident Command System (ICS)—Emergency Operations Center (EOC) Interface

For community-wide disasters, the county or municipal EOC may be activated. When the EOC is activated, it is essential to establish a division of responsibilities between the incident command and the EOC. A general division of responsibilities is outlined below.

The incident command is generally responsible for field operations, including:

- Isolating the scene.
- Directing and controlling the on-scene response to the emergency situation and managing the emergency resources committed there.
- Providing warnings and emergency instructions to Board/Board staff, and emergency responders in the area of the incident.
- Determining and implementing protective measures for the Board/Board staff and emergency responders in the immediate area of the incident.
- Implementing traffic control procedures in and around the incident.
- Requesting additional resources from the EOC.

The EOC is generally responsible for:

- Providing resource support for the incident command.
- Issuing community-wide warnings.
- Issuing instructions and providing information to the general public.
- Organizing and implementing a large-scale evacuation.
- Organizing and implementing sheltering for community evacuees.

In some large-scale emergencies or disasters, emergency operations with different objectives may be conducted at geographically separated scenes; such as an Area Command. In such situations, more than one incident command operation may be established. If this situation occurs, it is particularly important that the allocation of resources to specific field operations be coordinated through the EOC.

F. Activities by Phases of Emergency Management

This plan addresses emergency actions that are conducted during all five phases of emergency management. The majority of Prevention, Protection, and Mitigation activities generally occur before an incident, although these three mission areas do have ongoing activities that can occur throughout an incident. Response activities occur during an incident, and Recovery activities can begin during an incident and occur after the incident.

1. Prevention

The Prevention mission area comprises the capabilities necessary to avoid, prevent or stop a threatened or actual act of violence.

Prevention Core Capabilities:

- Planning
- Public Information and Warning
- Operational Coordination
- Intelligence and Information Sharing
- Interdiction and Disruption
- Screening, Search, and Detection
- Forensics & Attribution

2. Protection

The Protection Framework houses the capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters.

Protection Core Capabilities:

- Planning
- Public Information and Warning
- Operational Coordination
- Access Control and Identity Verification
- Cybersecurity
- Intelligence and Information Sharing
- Interdiction and Disruption
- Physical Protective Measures
- Risk Management for Protection Programs and Activities
- Screening, Search, and Detection
- Supply Chain Integrity & Security

3. Mitigation

Mitigation comprises the capabilities necessary to reduce the loss of life and property by lessening the impact of disasters.

Mitigation Core Capabilities:

- Planning
- Public Information and Warning
- Operational Coordination

- Community Resilience
- Long-Term Vulnerability Reduction
- Risk and Disaster Resilience Assessment
- Threats and Hazards Identification

4. Response

Response comprises the capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Response Core Capabilities:

- Planning
- Public Information and Warning
- Operational Coordination
- Infrastructure Systems
- Critical Transportation
- Environmental Response/Health & Safety
- Fatality Management Services
- Fire Management & Suppression
- Logistics and Supply Chain Management
- Mass Care Services
- Mass Search and Rescue Operations
- On-Scene Security, Protection, and Law Enforcement
- Operational Communications
- Public Health, Healthcare, and Emergency Medical Services
- Situational Assessment

5. Recovery

Recovery comprises the core capabilities necessary to assist communities affected by an incident to recover effectively. The recovery process includes assistance visitors, the community, and staff. Examples of recovery programs include temporary relocation, restoration of services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged stadiums and athletic facilities.

Recovery Core Capabilities:

- Planning
- Public Information and Warning
- Operational Coordination
- Economic Recovery

- Health and Social Services
- Housing
- Natural & Cultural Resources
- Infrastructure Systems

G. National Incident Management System (NIMS)

The National Incident Management System (NIMS) is a set of principles that provides a systematic, proactive approach guiding government agencies, nongovernmental organizations and the private sector to work seamlessly to prevent, protect against, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location, or complexity, to reduce the loss of life or property and harm to the environment. This system ensures that those involved in incident response/recovery understand their roles and have the tools they need to be effective.

As part of its NIMS implementation, the Board participates in the local government’s NIMS preparedness program to remain NIMS compliant and believes it is essential to ensure that response/recovery services are delivered in a timely and effective manner. NIMS compliance includes completing the following:

- Adopt the use of the Incident Command System (ICS). All staff who assume roles described in this plan will receive ICS-100 training.
- Complete NIMS awareness course IS-700 NIMS: An Introduction.
- Participate in local government’s NIMS preparedness program and incorporate the EOP into the county and municipal EOP.
- All staff are expected to participate in training and exercising the Board’s emergency operations plan and its annexes.
- The Board is charged with ensuring that the training and equipment necessary for an appropriate response/recovery operation are in place.

III. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

This section establishes the operational organization that will be relied on to manage the incident and includes a list of the responsibilities to be performed by position and organization.

As indicated, the Incident Command System (ICS) uses a team approach to manage incidents and allows Board officials to assign tasks to other key Board personnel.

Staff are assigned to serve within the ICS based on their expertise and training and the needs of the incident. Roles should be pre-assigned based on training and qualifications. Each staff member and volunteer must be familiar with his or her role and responsibilities before an incident occurs. Board staff may be required to remain to assist in an incident after regular dismissal times.

Board Organization

A. Board

- Establish objectives and priorities for the emergency management program and provide general policy guidance on the conduct of that program.
- Review and coordinate all emergency response plans.
- Review Board construction and renovation projects for safety.
- Consult with the county and local emergency management agencies to analyze system needs regarding emergency preparedness, planning and education and to ensure coordination of the Board plan with community emergency plans.
- Develop and coordinate in-service emergency response education for all Board personnel.
- Gather information from all aspects of the emergency for use in making decisions about the management of the emergency.
- Have overall decision-making authority in the event of an emergency until emergency responders arrive.
- Monitor the emergency response during emergency situations and provide direction where appropriate.
- With the assistance of the Public Information Officer, keep the public informed during emergencies.
- Stay in contact with the leaders of the emergency service agencies working with the emergency.
- Request assistance from local emergency services when necessary.
- Assign resources (persons and materials) to various sites for specific needs. This may include the assignment of Board personnel to community sites such as community emergency shelters.

- Authorize immediate purchase of outside services and materials needed for the management of emergency situations.
- Prepare and maintain a resource inventory.
- Arrange appropriate training for Board personnel and emergency responders.
- Coordinate periodic emergency exercises to test emergency plans and training.
- Perform day-to-day liaison with the state emergency management staff and other local emergency management personnel.
- Coordinate with organized volunteer groups and businesses regarding emergency operations.

B. Maintenance Personnel

- Survey and report damage to the Incident Commander.
- Control main shutoff valves for gas, water and electricity and ensure that no hazard results from broken or downed lines.
- Provide damage control as needed.
- Assist in the conservation, use and disbursement of supplies and equipment.
- Keep the Incident Commander informed of conditions.

C. Emergency Organizations

1. Local Law Enforcement

- Respond to law enforcement emergency at Board’s facilities.
- Assume Incident Commander or lead operations function in armed intruder incident.
- Provide security to incident scene, as resources permit.

2. Fire Department/EMS

- Provide fire and haz mat suppression services.
- Provide emergency medical services.
- Provide fire police for traffic control.

3. Public Works

- Provide information on water, sewage, road construction and repair to the Incident Commander.
- Provide perimeter and traffic control equipment, as requested.
- Maintain list of resources.

4. Municipal Emergency Management Coordinator

- Coordinate municipal emergency support services.
- Coordinate development and maintenance of the municipal EOP.
- Coordinate with county EMA when municipal resources are committed and mutual aid is exhausted.

5. County Emergency Management Agency

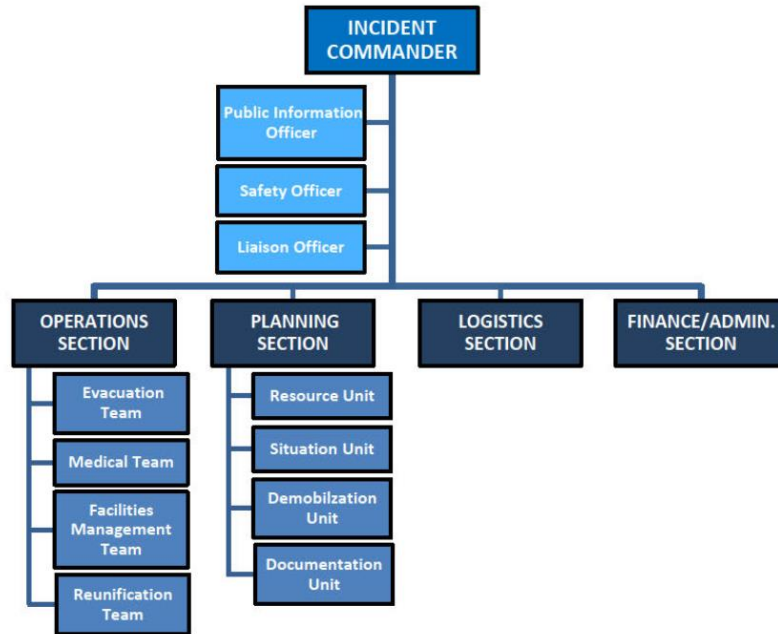
- Coordinate county emergency support services.
- Develop and maintain the county EOP.
- Request mutual aid from adjacent counties, the Regional Task Force, or from the Pennsylvania Emergency Management (PEMA).

IV. DIRECTION, CONTROL, AND COORDINATION

A. Incident Command System

A Board’s command system can be used to manage emergency incidents or non-emergency events such as concerts, festivals, athletic events, or celebrations. The system is flexible to meet the Board’s needs. See Figure 1.

Figure 1– Sample Board Incident Command System



Staff are assigned to serve within the ICS based on their expertise, training, and the needs of the incident. Roles should be pre-assigned based on training and qualification.

It is understood, that as an incident intensifies and additional agencies arrive on scene, the ICS structure may change. For example, during an active-shooter incident, the initial ICS would be a single incident command, with the Board personnel providing the Incident Commander. However, upon arrival of law enforcement personnel this incident commander role may transfer from the Board to a law enforcement lead or the law enforcement lead may possibly be assigned to operations functions. Although the ICS structure may change, many of the Board responsibilities may not. The below detailed Board roles will be critical for the successful management of the incident. The ICS is organized into the following functional areas:

1. Incident Commander

The Incident Commander directs tactical on-scene operations. Any Board personnel initially may be the Incident Commander until a coordinated incident command system (ICS) is established with local authorities. The Incident Commander will establish an Incident Command Post (ICP) and provide an assessment of the situation; identify resources required; and direct the on-scene incident management activities.

The Incident Commander’s responsibilities include:

- Assume overall direction of all incident management activities based on procedures outlined in the EOP.
- Take steps deemed necessary to ensure the safety of staff and other individuals.
- Determine whether to implement Board protective actions or other incident management protocols as established in the EOP. (e.g., Evacuation, Reverse Evacuation, Shelter in Place, etc.)
- Arrange for transfer of staff and other individuals when safety is threatened by a disaster.
- Work with and ensuring communication with emergency services personnel.
- Keep the officials informed of the situation.
- Ensure the proper transfer of command when/if a more qualified Incident Commander arrives on scene.

2. Operations Section

When activated, the Operations Section coordinates all tactical operations including implementation of response/recovery activities according to procedures and protocols established by the Board in an incident action plan. Procedures and protocols will address first-aid, crisis intervention, search and rescue, site security, damage assessment, evacuations, etc.

Specific responsibilities include:

- Monitor site utilities (i.e., electric, gas, water, heat/ventilation/air conditioning) and power them off only if danger exists or if directed by the Incident Commander.
- Assist in securing the facility.

- Establish medical triage with staff trained in first aid and CPR, provide and oversee care given to injured persons, distribute supplies and request additional supplies.
- Assess and provide psychological first-aid services for those in need and access local/regional providers for ongoing crisis counseling.
- Coordinate the rationed distribution of food and water, establish secondary toilet facilities in the event of water or plumbing failure and request needed supplies.
- Document all activities.
- Activate and coordinate actions of Operations Section Support Teams, as needed in the incident. See Table 2 for the types of teams that may be established within the Operations Section.

TABLE 2 – SAMPLE OPERATIONS SECTION SUPPORT TEAMS

Search & Rescue Team search the entire facility, entering only after they have checked the outside for signs of structural damage and determined that it is safe to enter. Search & Rescue Teams are responsible for ensuring that everyone evacuates the building (or, if it is unsafe to move the persons, that their locations are documented so that professional responders can locate them easily and extricate them). Search and Rescue Teams are also responsible for:

- Identifying and marking unsafe areas.
- Conducting initial damage assessments.
- Obtaining injury reports.

First-Aid Team provide triage, treatment, and psychological first-aid services. First-Aid Teams responsibilities:

- Setup first-aid area.
- Assess and treat injuries.
- Complete master injury report.

Evacuation/Shelter/Care Team. Evacuation, shelter, and emergency care in an incident are among the most important tasks faced by Boards. These tasks include protection from weather, providing for sanitation needs and providing for food and water. Evacuation/Shelter/Care Team responsibilities:

- Account for the whereabouts of all staff and volunteers.
- Setup a secure assembly area.
- Manage sheltering and sanitation operations.
- Manage student feeding and hydration.
- Coordinate with the Logistics Section to secure the needed space and supplies.

Facility & Security Response Team responsibilities:

- Locate all utilities and turn them off, if necessary.
- Secure and isolate fire/HazMat.
- Assess and notify officials of fire/HazMat.
- Conduct perimeter control.

Crisis Intervention Team responsibilities:

- Assess need for onsite mental health support.
- Determine need for outside agency assistance.
- Provide onsite intervention /counseling resources.
- Monitor well-being of Incident Command Team, staff and students and reporting all findings to the Operations Section Chief.

3. Planning Section

When activated, the Planning Section is responsible for collecting, evaluating, and disseminating information needed to measure the size, scope and seriousness of an incident and planning appropriate incident management activities.

Duties may include:

- Developing the Incident Action Plan (IAP) for the next operational period.
- Assisting the Incident Commander in the collection and evaluation of information about an incident as it develops, assisting with ongoing planning efforts and maintaining the incident time log.
- Documenting all activities.

4. Logistics Section

When activated, the Logistics Section supports incident management operations by securing and providing needed personnel, equipment, facilities, resources, and services required for incident resolution; coordinating personnel; assembling volunteer teams; and facilitating communication among incident responders. The Logistics Section may escalate to a primary function in an extended incident.

Additional responsibilities include:

- Establishing and overseeing the communications center and activities during an incident (two-way radio, battery-powered radio, written updates, etc.), and developing a telephone tree for after-hours communication.
- Establishing and maintaining first-aid kits, coordinating access to and distributing supplies during an incident and monitoring inventory of supplies and equipment.
- Documenting all activities.

5. Finance/Administration Section

When activated, the Finance/Administration Section oversees all financial activities including purchasing necessary materials, tracking incident costs, arranging contracts for services, timekeeping for emergency responders, submitting documentation for reimbursement and recovering Board records following an incident. Additional duties may include:

- Assuming responsibility for overall documentation and recordkeeping activities.
- Photographing or videotaping damage to property, when possible.

- Developing a system to monitor and track expenses and financial losses and securing all records.

6. Board Emergency Operations Plan (EOP)

The Board maintains an Emergency Operations Plan (EOP) to address threats, hazards, and incidents. This EOP has been developed to fit into the county and municipal EOPs.

7. Coordination with Responders

Interagency agreements are an integral component of our EOP to aid timely communication with community partners. Agreements with these agencies (including mental health, law enforcement, and fire departments) help coordinate services between the agencies and the Board. These agreements specify the type of communication and services available to one another.

8. Source and Use of Resources

The Board will use its own resources and equipment. The Board’s Notification and Resource manual, along with current memorandums of understanding (MOUs) are an annex to this plan.

V. COMMUNICATIONS

Communication is a critical part of incident management and response. The Board's communications annex supports the mission to provide clear, effective internal and external communication between the Board, staff, emergency responders, the community, and the media. Templates for statements and press releases are maintained by the PIO.

VI. INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

The Board will collect, analyze, and disseminate information before, during, and after an incident.

A. Types of Information

Before, during, and after an incident, the Board will assign administrative staff to monitor the community climate; law enforcement activity; social media; news media; student, staff; and Board incidents to develop a common operating picture. This information will be analyzed and shared with administrators and first responders to aid recovery.

B. Information Documentation

The assigned staff member(s) will document the information gathered. Information to be documented includes:

- The source of the information.
- The staff member who collected and analyzed the information.
- The date and time the information was collected and shared.

VII. RECOVERY AFTER AN INCIDENT

After an incident, staff and Board officials will review established mission-critical operations to support the restoration of the Board’s programs and facilities. The Board will designate appropriate personnel to collaborate with external resources to accomplish the following:

- Conduct a comprehensive assessment of the physical and operational recovery needs.
- Assess physical security, data access, and all other critical services (e.g., plumbing, electrical).
- Examine critical information technology assets and personnel resources and determine the impact on the Board operations for each asset and resource that is unavailable or damaged.
- Document damaged facilities, lost equipment and resources and special personnel expenses that will be required for insurance claims and requests for state and federal assistance.
- Identify recordkeeping requirements and sources of financial aid for state and federal disaster assistance.
- Provide detailed facilities data to the Board so that it can estimate temporary space reallocation needs and strategies.
- Arrange for ongoing status reports during the recovery activities to:
 - estimate when the program or facility can be fully operational;
 - identify special facility, equipment and personnel issues or resources.
- Educate Board personnel and the community on available crisis counseling services.
- Get stakeholder input on prevention and mitigation measures that can be incorporated into short-term and long-term recovery plans.

VIII. ADMINISTRATION, FINANCE AND LOGISTICS

A. Agreements and Contracts

If Board resources prove to be inadequate during an incident, the Board will request assistance from local emergency services and other agencies in accordance with existing mutual aid agreements and contracts. Such assistance includes equipment, supplies and/or personnel. All agreements entered into by authorized Board officials will be documented in writing. All pre-negotiated agreements and contracts will be maintained by the business office.

B. Recordkeeping

1. Administrative Controls

The Board is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support incident management operations. These administrative controls will be conducted in accordance with established local fiscal policies and standard cost accounting procedures.

2. Activity Logs

Staff assigned positions within the ICS structure will maintain accurate logs, recording key incident activities, including:

- Activation or deactivation of incident policies, procedures, and resources.
- Significant changes in the incident situation.
- Major commitments of resources or requests for additional resources from external sources.
- Issuance of protective action recommendations to the staff.
- Casualties.
- Termination of the incident.

C. Incident Costs

Board business office staff are responsible for maintaining records summarizing the use of personnel, equipment and supplies to obtain an estimate of annual incident response costs in support of future Board budgets. The detailed records of costs for incident management and operations include:

- Personnel costs, especially overtime costs.

- Equipment operation costs.
- Costs for leased or rented equipment.
- Costs for contract services to support incident management operations.
- Costs of specialized supplies expended for incident management operations.

D. Preservation of Records

Essential records will be protected and are maintained by the business office.

IX. PLAN DEVELOPMENT, MAINTENANCE, AND DISTRIBUTION

A. Approval and Dissemination of the Plan

The Board is responsible for the development and completion of the Emergency Operations Plan, including annexes. The Board is responsible for approving and promulgating this plan.

Copies of the EOP will be made available to emergency organizations with a role in responding to an incident. A log containing the title and name of the person and name of the agency provided a copy of the plan will be maintained.

EOP documents are not subject to Pennsylvania Right-to-Know Law (RTKL) requests and will not be shared with those who do not have a need to know the details of the plan. Copies of the redacted Basic Plan shall be made available to the public and media at the discretion of the Board.

B. Review and Updates to the Plan

To ensure timely updates to the EOP, the Board has established a schedule for annual review of planning documents. The basic plan and its annexes will be reviewed at least once per year by Board officials, local emergency management agencies, and other agencies having a support role.

The EOP, will be updated based upon changes in information; areas for improvement identified during incident management activities and exercises; and when changes in threats, hazards, resources and capabilities occur.

C. Training and Exercising the Plan

The Board commits to conduct trainings, drills, and exercises in preparation and planning for an incident. Board officials will coordinate training efforts with the county and municipal emergency management coordinators, first responders, and community partners.

X. GLOSSARY

Board: The Homer-Center Recreation and Park Board.

Drop, Cover and Hold: Persons drop low, take cover under furniture, cover eyes and protect internal organs from falling or flying objects.

Hazards: Hazards shall include situations involving threats of harm to students, personnel and/or facilities. Hazards include, but are not limited to natural, technological, and human-caused incidents. Hazards may require an interagency response involving law enforcement and/or emergency services agencies, depending on the size and scope of the incident.

Incident: An incident is an occurrence – natural, technological, or human-caused – that requires a response to protect life or property.

Incident Command System (ICS): The response infrastructure designed under the National Incident Management System (NIMS) to facilitate effective and efficient management of an incident by (1) identifying key team roles and functions; (2) assessing staff skills; (3) pre-designating staff for each ICS function (command, operations, planning, logistics, finance/administration); (4) coordinating with community partners; and (5) providing for transfer or command and backup of resources.

Incident Commander: The individual responsible for overall policy, direction, and coordination of the emergency response effort. Usually this will be the local emergency official on site who has legal jurisdiction over the incident.

Lockdown: The initial physical response to provide a time barrier. Lockdown is not a stand-alone defensive strategy. When securing in place this procedure should involve barricading the door and readying a plan of evacuation or counter tactics, should the need arise.

Evacuation: The process of safely moving people to designated assembly areas from other locations.

Reunification: The process of safely reuniting family members in the course of an incident.

National Incident Management System (NIMS): A set of principles that provides a systematic, proactive approach guiding government agencies, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location or complexity, to reduce the loss of life or property and harm to the

environment. This system ensures that those involved in an incident understand their roles and have the tools they need to be effective.

Reverse Evacuation: The process of bringing people from outdoor areas into the safer environment of a building, due to an outside source of danger.

Board Incident Commander: The Board official who has been designated by the Board, who is authorized to make decisions for the Board in the event of a critical incident or hazard. The Board Incident Commander may transfer command to the emergency responder Incident Commander, such as law enforcement, fire, or other safety officials who assumes control of the incident. The Board Incident Commander will usually continue to operate within the overall ICS structure.

Shelter-in-place: A course of action when people are required to remain indoors, perhaps for an extended period of time, because it is safer inside the building or room than outside. Specific hazards may require people to move to rooms that can be sealed from chemical, biological, or weather threats.

XI. AUTHORITIES AND REFERENCES

- Homeland Security Act of 2002, PL 107-296 (Nov. 25, 2002).
- Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707 (Nov. 23, 1988), amending the Disaster Relief Act of 1974, PL 93-288.
- Homeland Security Presidential Directive No. 5 (2003).
- Communicable and Non Communicable Diseases, 28 PA Code, Ch.27, 27.152
- 35 PA C.S. § 7101 et seq., as amended, § 7701
- FEMA, “*Developing and Maintaining Emergency Operations Plans: Comprehensive Preparedness Guide (CPG) 101*,” Version 2.0, https://www.fema.gov/media-library-data/20130726-1828-25045-0014/cpg_101_comprehensive_preparedness_guide_developing_and_maintaining_emergency_operations_plans_2010.pdf
- Pennsylvania Department of Emergency Management, “*All-Hazards School Safety Planning Toolkit*,” <http://www.pema.pa.gov/planningandpreparedness/communityandstateplanning/Pages/All-Hazards-Board-Safety-Planning-Toolkit.aspx#.V6yQbJgrKM8>
- Texas Department of Public Safety, “*Emergency Management Plan: Basic Plan*,” Version 1.10 05/05, <http://teacherweb.com/tx/couplandBoard/Boardhomepage/EMERGENCYOPERATIONSPANUpdate09take2.doc> .
- NIMS, Department of Homeland Security, FEMA: <http://www.fema.gov/national-incident-management-system>.
- FEMA: *IS-100 Introduction to Incident Command System*: <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-100.b>.
- NIMS, Department of Homeland Security, *FEMA: IS-700 National Incident Management System (NIMS) an Introduction*: <http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-700.a>.
- FEMA All-Hazards Training Document: <http://training.fema.gov/EMIWeb/emiBoard/EL361Toolkit/assets/SamplePlan.pdf>