

NEW HAVEN ATHLETICS RISK MANAGEMENT PLAN



New Haven Athletics Risk Management & Emergency Operations Plan

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Abstract

The purpose of this document is to examine and enhance the current state of the risk management plan and emergency operations of the New Haven Athletics Department which is in a public district of New Haven Public Schools in New Haven, Connecticut. The existence of the current Risk Management Plan (RMP) and Emergency Operations Plan (EOP) are not available, therefore this document will serve as its replacement. This document will attempt to build on the foundation of the previous document, in order to build consistent and better RMP and EOP practices for all who serve under New Haven Athletics Department (NHA). Any weaknesses found in the RMP and EOP will be outlined and recommendations (red flags) are included. The results of following this RMP and EOP will help NHA adopt the necessary practices to minimize potential risks within their athletic department.

New Haven Athletics Risk Management Plan Introduction

The purpose of this risk management plan (RMP) is to identify possible risks involved with running an organization. An athletic program needs to develop, implement, and manage a RMP to make sure that the policies and procedures that are put in place protect all persons involved. In addition, the RMP will help an athletic program anticipate and take appropriate steps to minimize or avoid risks that are associated with running a sports program. This document will outline a new plan for New Haven Athletics (NHA), which currently has a full RMP in place. The athletic program is available for grades 6-12. Each aspect of the school's athletic programs will be looked at in detail.

Organization Description

Overview of organization

New Haven Public Schools (NHPS) is a public school district in New England servicing grades kindergarten through twelfth grade. NHPS has more than 19,000 students that come from 25 surrounding communities. The school prides itself on challenging its student body and ensuring that they will be prepared academically and socially for their futures. The athletic department at NHPS prides itself on keeping a philosophy of a "sound mind in a sound body" for all student-athletes. The department also shares in the educational mission of the schools by offering opportunities to experience interpersonal growth, social development, and to improve physical and mental health for student athletes. The middle schools and high schools participate in competitive team sports and some selected non-competitive sports, such as Project Pride. Through scholastic competition, the athletics program provides social interaction, and community building. It also fosters a sense of school spirit and tradition. Games and contests also provide an entertaining escape from the normal rigors of school and work. Lastly, the

athletic program also tries to create and enhance a positive image of the school and department throughout the city, state and region. Students at the middle school level transition into the team sports with guided participation that is a part of their school day experience. The middle and high school's participation happens after the school day and weekends. Athletics is an extra-curricular activity.

To understand this RMP presented, a closer look at NHA athletic program's objectives must be considered. These middle and high school objectives are as follows:

- To develop interpersonal, social, physical and mental health skills
- To develop team-play and sportsmanship
- To develop hand-eye coordination, foot eye-coordination, agility, fitness and endurance
- To develop the understanding and application of team sport strategies and rules
- To develop positive and social interaction towards teammates, opponents, and officials

Overview of services provided

There are almost 20 varsity co-ed sports and club activities for middle and high school students. In the fall season, sports such as cross country, cheerleading, football, soccer and volleyball are offered. During the winter, basketball, dance, indoor track and wrestling are available. Finally, in the spring, baseball, golf, lacrosse, outdoor track, softball and tennis round out the sports season. Most of the sports provided to students are offered at two or more levels (Freshmen, JV, Varsity). Freshmen and Junior Varsity levels are offered to those who are novice players in the sport. Varsity is offered to those who are chosen by the coaching staff to play at a more elite level.

Overview of clientele served

All the athletic programs at NHPS include students from grades seven through twelfth grade. Most of the sports provided to students are offered at two or more levels (Freshmen, JV, Varsity). Freshmen and Junior Varsity levels are offered to those who are novice players in the sport. Varsity is offered to those who are chosen by the coaching staff to play at a more elite level. Level of play is at the discretion of the coaching staff. Participation in athletics at New Haven Public Schools is not a requirement for students. Students can choose either a competitive or non-competitive sport.

Organizational Structure

The New Haven athletic programs are led by an Athletic Director and Assistant Athletic Director and Athletic Facilitators who oversee nearly twenty varsity co-ed sports and club activities for middle and high school students. Both are under the supervision of and answer ultimately to the Superintendent of New Haven Public School. The Superintendent is under the evaluation of the New Haven Public Schools Board of Education which is a nine member board. The athletic director oversees all the sports and club programs offered, including supervision of the coaching staff. Every program is led by a head coach. All head coaches are approved by the athletic director and the head of school through a two-part interview process. Assistant coaches are interviewed by both the head coach and athletic director. An assistant coach is hired for each level offered in a sports program. They are under the direction of the head coach. *(See Appendix C)*

Financial Resources

Please refer to the New Haven Public Schools current district budget plan.

Personnel

Hiring procedures

There is an emphasis to hire qualified personnel to perform the duties required to lead NHA programs. All applicants must have a desire to lead our student-athletes to improve not only in sport, but in life as well. The Athletic Director along with the Superintendent and Board of Education is responsible for all hiring within the department.

The athletic director is responsible for the hiring of all coaches, athletic trainers, officials or any other personnel that serves under the umbrella of the athletic department. Positions are posted on the NHPS website under the employment opportunities page.

Chosen applicants who are applying for any head coaching position may be granted an interview with the athletic director. All final candidates interview with members of NHPS administrative team.

Applicants applying for assistant coaching positions are interviewed first by the head coach of the program. When the head coach determines they would like to hire the applicant, a second interview is made with the athletic director. The athletic director has the final approval of all assistant coaches.

All hires must successfully pass a background check prior to start date. Hires must report to the human resource office for all proper paperwork.

Job Descriptions

A brief description is given for all athletic related jobs posted on the district website.

For the title of head coach (High and Middle School), qualifications include the following:

- Substantial knowledge of the technical aspects of the sports, as well as continued examination of new theories and procedures pertinent to the field.
- Ability to organize and supervise a total sports program.
- Proper coaching certification from the State.

The job goals of a head coach are to instruct athletes in the fundamental skills, strategies and physical training necessary for them to realize a degree of individual and team success. At the same time, academic enhancement, the formation of moral values, pride of accomplishment, acceptable behavior, self-discipline, and self-confidence must be reinforced.

The assistant coach's job description is the same as the head coach, however the job goals are slightly different. The job goal is to carry out the aims and objectives of the athletic program as determined by the head coach. To instruct athletes in individual and team fundamentals, strategy, and physical training necessary for them to realize a degree of individual and team athletic success.

Evaluations and discipline process

To date, there is a written evaluation process for the athletic director and coaching staff. In addition, after each season, an oral evaluation is given to each head coach. This is done in person during a meeting with the athletic director.

Athletic coaches are all subject to discipline. The athletic director determines annually if employment will be renewed or terminated.

Complaints

There are no formal forms for complaints. Complaints can be given in writing by those employed within the athletic department. Complaints from spectators, parents or athletes can be by phone, in-person, or in writing. Consultation with the athletic director is encouraged.

Training

Coaches are encouraged to keep up to date with the latest professional developments within their sports. NHA does not provide training for their coaches outside of CPR and First Aid. If a coach decides to take any certification or professional classes, the athletic director will work with head coach to determine the developmental needs of each coach. There may be funds available both in the athletic budget or professional development budget for seminars, camps, etc., which will improve coaching expertise. However, the department does not guarantee that funds will be covered. Most fees will be at the coaches' expense.

Nondiscrimination policy

New Haven Athletics non-discrimination policy is clearly stated. The policy adopted states, *"It is the policy of the New Haven Public Schools district that no person shall be excluded from participation in, denied the benefits of or otherwise discriminated against under any program, including employment. Protected classes include: Age, Ancestry, Color, Gender Identity or Expression, Genetic Information, Learning Disability, Marital Status, Mental Disability, Intellectual Disability, National Origin, Physical Disability, Race,*

Religious Creed, Sex, Sexual Orientation, and the offer of equal access to school facilities and school premises to Boy Scouts for America and other designated youth groups.” (New Haven Public Schools, 2023-2024).

Compliance with Immigration and Naturalization (I-9 forms)

The NHPS Human Resources Department requires all hires to fill out and submit an I-9 form. This form is provided during the hiring process.

Conduct of Activities

Proper instruction

The athletic director must ensure that they are choosing the best candidates for coaches. Each head coach that serves NHA should attain and maintain coaching certification. In turn, head coaches should ensure that all assistant coaches that serve with them have proper coaching knowledge of the sport and are able to teach the most basic skills.

Warnings and participation forms

Participation forms can be found online for all student-athletes of New Haven Athletics. Student-athletes must have both participation (Form Release) and medical forms completed and submitted by a parent or guardian before being cleared to be a part of a sports program.

All warnings of notice of non-participation due to eligibility will come from the Athletic Director's office.

Mismatch situations (avoid policy mismatches)

Matching athletes is part of the fourteen legal duties of athletic personnel. Coaches should follow their duties accordingly.

Transportation policy

Student-athletes must travel with their team to and from games and other sport contests. For athletic contests, student-athletes must use the buses or vans provided by the Director of Transportation or athletic department.

The transportation schedule is distributed by the athletic department each week. Any changes that need to be made must be communicated to the director of transportation as soon as possible.

Hazing policy

Hazing within the NHA department will not be tolerated. This includes acts such as, but not limited to bullying, extreme or rigorous physical training, and sexual harassment. Any student or coach found to be engaged in hazing will be subject to disciplinary actions led by the Athletic Director and the Superintendent of NHPS.

Rules (develop, communicate and enforce)

The NHA high and middle school student/parent handbooks outlines the rules pertaining to student conduct and eligibility requirements for student-athletes. In addition, there are rules outlined for parents and spectators of the sports programs to ensure proper behavior is displayed. NHA promotes good sportsmanship, support for its sports programs, and respect for officials and opponents. Moreover, each sports program has clear team expectations which are reviewed with players and parents prior to the start of the season.

General Supervisory Practices

Supervisory plan that outline duties, responsibilities, qualifications, schedules

The NHA coach's handbook states all the duties, responsibilities, qualifications and schedules of the athletic staff. Head coaches must follow the policies of the Connecticut Interscholastic Athletic Conference (CIAC) and the Southern Connecticut Conference (SCC).

One of the essential duties of the coaching staff, at all levels, is to submit scores and descriptions of all contests to the athletic department, immediately following the game. Scores can also be reported to the local media accordingly. For practices, it is the responsibility of the coaching staff to communicate with the team days and times. Communication must continue for any contingency plans if a contest is cancelled.

The athletic director or assistant director will schedule all athletic contest. At times, early dismissal may be necessary and will only be facilitated by the athletic administration.

Management of behavior

All coaches and athletes must follow the code of conduct as outlined in the NHA handbook. As representatives of NHPS, coaches are responsible for their athletes. Game conduct must be monitored at all times. In the event of a negative or inappropriate remark or action, coaches should be the first responders. Coaches do not condone any illegal actions, such as fighting, taunting, baiting, etc. When behavior deteriorates, coaches should take the appropriate steps to de-escalate the negative behavior. Coaches that are unable to resolve negative behaviors should reach out to the athletic administration for additional support.

Rules and regulations for supervisors (participants, spectators, visitors)

The NHA coach's handbook does outline specific rules or regulations for participants, spectators or visitors. Signage is posted in some gymnasiums and some athletic fields regarding spectator expectations during contests. The SCC which is the league NHA follows, promotes good sportsmanship. The league expects all spectators to respect the efforts of the players, coaches and officials. At no time should spectators address opposing coaches or use noise makers. If inappropriate language is used, it could result in removal from the athletic event.

Emergency Care

New Haven Athletics provides a certified athletic trainer who is available daily and on request. If the trainer is not available, coaches must follow emergency care procedures and notify a parent or guardian the nature of the medical emergency. The athletic trainer provides each team with a medical kit which will be restocked as necessary. In addition, emergency action

plans are available for each coach for the facilities used. This includes information regarding location of AED's and protocols for on the field or in the center emergency care. *(See Appendix D)*

Protection for all

Each coach hired at NHA is provided with an annual contract which must be approved by the NHPS Board of Education. All coaches must have a contract and certifications in place in order to proceed with their coaching duties.

Plan of succession

In the case of a head coach who is incapacitated due to injury or on leave, the senior assistant coach would assume all duties until the head coach returns. The Athletic Director may also put another certified person in place. As common practice, the head coach prior to absence would have a contingency planned and delegate responsibilities to the senior assistant coach. Depending on the absence, the athletic director would step in to name an interim head coach.

Facilities

Facility Descriptions

The Floyd Little Athletic Center (FLAC) serves as the headquarters for NHA and all major athletic contests. The three main high schools, Hill Regional Career Magnet, Hillhouse, and Wilbur Cross gymnasiums used for varsity and sub-varsity sports. All other gymnasiums in the remaining schools (38) in the district are used for middle school sports.

NHA also utilizes various athletic fields and parks throughout the city.

- Blake Field
- Bowen Field
- Criscuolo Park
- East Rock Park
- East Shore Park
- Ell Grasso Soccer Fields
- Rice Field
- Wilbur Cross Athletic Complex

For Project Pride, Camp Cedarcrest in Orange, CT and some middle schools are used for non-competitive physical activities.

New Haven Parks and Recreation also supports NHA with providing access to parks and fields for athletic contests and practices.

Pictures of Outdoor Facilities

Please see Appendix A

Pictures of Indoor Facilities

Please see Appendix B

Hazardous conditions

To date, there are no reports of hazardous conditions at NHPS or its athletic facilities. Bowen Fields and Wilbur Cross Athletic Complexes recently had multi-million dollar renovations. Coaches and athletic staff must do their due diligence with ensuring no obstructions or hazardous materials are in the way of the playing areas or exits.

Equipment

Every effort is made to allot space to each team for their equipment for all seasons at the New Haven Athletic facilities. Storage areas provided should be kept neat and clean. Outdoor sport coaches must ensure all equipment return to their long term storage areas.

Coaches are responsible for athletes wearing the appropriate attire before, during, and after an athletic event. Coaches must make sure that the team returns their uniform to the equipment manager after each contest to be washed for the next. Specialized gear (helmets, goalie pads, etc.) must be returned to the schools' Athletic Facilitator or Equipment facilitator at the conclusion of the season.

Any damage to any equipment issued must be reported to the Athletic Director.

Currently, NHA has an equipment contract with a representative of BSN Sports. Coaches are required to use NHA approved contracted vendors only for uniforms and team gear.

Facilities

Please see Appendix A

Maintenance

The NHPS building and grounds staff will conduct regular maintenance, such as mowing and lining of fields.

Security

NHA takes great pride in providing safety for all its students. In particular for athletics, security personnel is provided daily, year round at all schools and athletic fields. When facilities are not in use, gates are locked at the entrance of the facilities and the buildings are alarmed and secure.

Health Hazards

For certain periods of the year, athletic facilities are shut-down for short-periods to take care of major repairs or conduct inspections. Checks for asbestos, and other hazardous materials are conducted. During these periods, coaches are not allowed to conduct practices.

Access Control

Is at the discretion of the Athletic Director or Athletic Facilitator. NHA employees must request access to buildings or fields prior to use.

ADA/OSHA

The school website does not have references to the American with Disabilities Act and to the Occupational Safety and Health Act and how they apply to the athletic facilities and programs at NHA. Recommendation would be to follow policies as outlined by NHPS.

Signage

Signage for proper field and building use can be found in some athletic facilities. Signage includes, spectator signs, parking signs, no smoking signs, and restroom location signs.

Additional signage is posted by maintenance or NHA, when necessary, for certain events.

New Haven Athletics Crisis Management and Emergency Action Plans

Personal injuries of participants, spectators, staff, visitors

Any participants that are injured during practices or games should be treated by the athletic trainer or any professional medical services that is present at the time. It is of vital importance that injured participants are treated with the best care available. Health and safety should never be sacrificed. Coaches should understand that athletic injuries are a fact of competition and practice, but by being proactive, a coach can go a long way towards lessening the chances of injuries occurring. Coaches should be diligent in checking in with the team athletic trainer to check on the team's health and well-being. The athletic trainer or athlete's physician will always have final say as to whether the athlete can return to play and it should be stated in writing.

Spectators and visitors of NHA that are injured on site would be treated by the first available medical professional. Often times that would be the athletic trainer or school nurse for primary care and 9-1-1 would be called if the injury is more severe.

AED Locations

In each school and athletic complex, AED is carried by the athletic trainers on site.

Emergency communications

The coach or first responder at the scene must make an assessment as quickly as possible when an incident/injury occurs. During life threatening emergencies, 9-1-1 should be called immediately. The athletic trainer should be called on to the scene if they are not so already. Next, the parent or guardian should be called. Finally, the athletic director should be notified. During away contests, it is necessary for a member of the coaching staff to travel with the athlete to the hospital if a parent or guardian is not available.

For non-life threatening conditions, the coach or first responder should call for the athletic trainer. The athletic trainer will notify the athletic director, if necessary. The athletic

director will notify the director of facilities. Finally, the on-site director of facilities will notify the Athletic Director.

Please see Appendix D for NHA Emergency Action Plans for Indoor and Outdoor Sports

Fire

Evacuation procedures at NHPS and all its surrounding facilities should be followed immediately when the alarms sound. For specifically, FLAC, exit through the nearest door walk towards the west side of the building towards Bowen Field.

Bomb or terrorism threat

At NHA lockdown and shelter-in-place procedures are practiced each year with all students, faculty and staff. Specific lockdown procedures are found in the student/parent and faculty handbooks.

Civil disturbance

Civil disturbances are handled by the athletic administration, security or site manager during athletic events. For larger events, police officers will be hired to help with crowd control. Police will also be called if a civil disturbance does not get resolved or escalates.

Medical emergencies

With all medical emergencies, 9-1-1 should be called immediately after assessment. In the case of emergencies when the athletic trainer is not available, contact the athletic director or associate director. If they are not available, contact the head of school, division head, business manager or the director of facilities.

Weather-related emergencies

When school is cancelled or early release is activated, all athletic events are cancelled, including practices. On weekends, all decisions will be made by the athletic director. For outdoor contests, at the first sign of thunder or if lightning is detected, all activities must cease immediately. Coaches should seek shelter indoors. A minimum of thirty minutes must pass after last sound of thunder or detection of lightning before play can resume.

Earthquake

There is no current documented plan for earthquake occurrences. NHA should adopt the drop, cover and hold procedures during earthquakes (Southern California Earthquake Center, 2019).

- Drop onto hands and knees.
- Cover your head and neck with one arm and hand or crawl under a table.
- Hold on until the shaking ends.

Hazardous materials

There is no current documented plan for the removal of hazardous materials during athletic practices or contests. NHA should adopt a procedure which includes notifying the athletic director and director of facilities immediately.

Evacuation procedures

Inclement Weather/Emergencies

In the case of unexpected inclement weather during practices or athletic contests, the following shelter in place procedures must be adhered to:

- Blake and Rice Fields to Wilbur Cross Football Room insight to Wilbur Cross High School
- Bowen Field- Locker Room -Floyd Little Athletic Center
- Criscuolo Park to John Martinez School
- East Shore Parks to Pavilion or Buses
- Ell Grasso Soccer Fields to Barnard School
- Wilbur Cross Athletic Complex- Football Room insight to Wilbur Cross High School

At times, emergencies such as severe weather, fires, or power failures can disrupt practices and play. The decision to cancel athletics either the Athletic Director or Superintendent.

Dealing with participants, family members of victims, lawyers, and the media

Coaches must ensure that they maintain all communication with participants and their family members. Coaches must also allow for the athletic administrator to deal with all lawyers and media when it pertains to emergency or potential legal situations.

Insurance Coverage

Catastrophic injury

Documentation for catastrophic injury regarding athletics is available upon request.

General liability

Athletic Head Coaches are members of Connecticut High School Coaches Association. For student-athletes, general liability insurance covers any student if liability is proven. This is intended to supplement any existing policy that a parent carries. School accident insurance policy is available for all athletes. This covers accidents resulting in injuries during school-sponsored activities.

Umbrella liability

Documentation for umbrella liability is available through the Human Resource office.

Employment practices liability

Information regarding employment practices liability as it pertains to the athletic department is not outlined in the current coach's handbook. Further information is available through the NHA or Human Resources office.

Property

Information regarding property coverage as it pertains to the athletic department can be found through the NHA office.

Workers Compensation

NHPS provides long-term disability insurance and short-term disability coverage to any employee that may suffer from a serious health condition that prevents a full time employee from performing their duties for an extended period of time.

Event

Certificates of insurance with proof of liability is required for all building rentals from all outside organizations. The insurance name must match the name that goes on the event contract.

The director of athletics or athletic facilitator should be contacted for more information regarding building rentals for events.

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Appendix A

Pictures of Facility

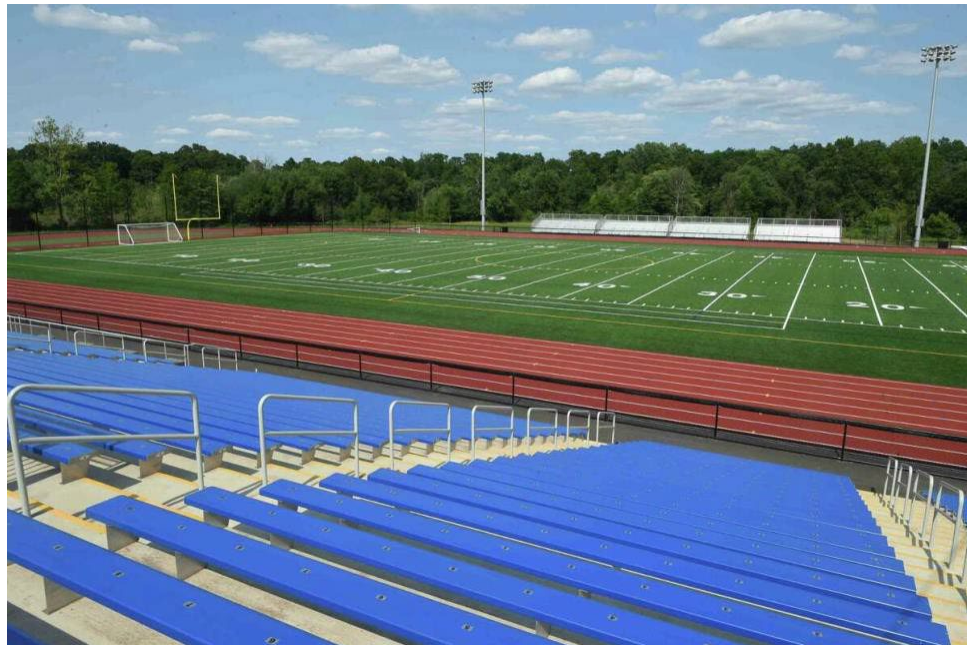
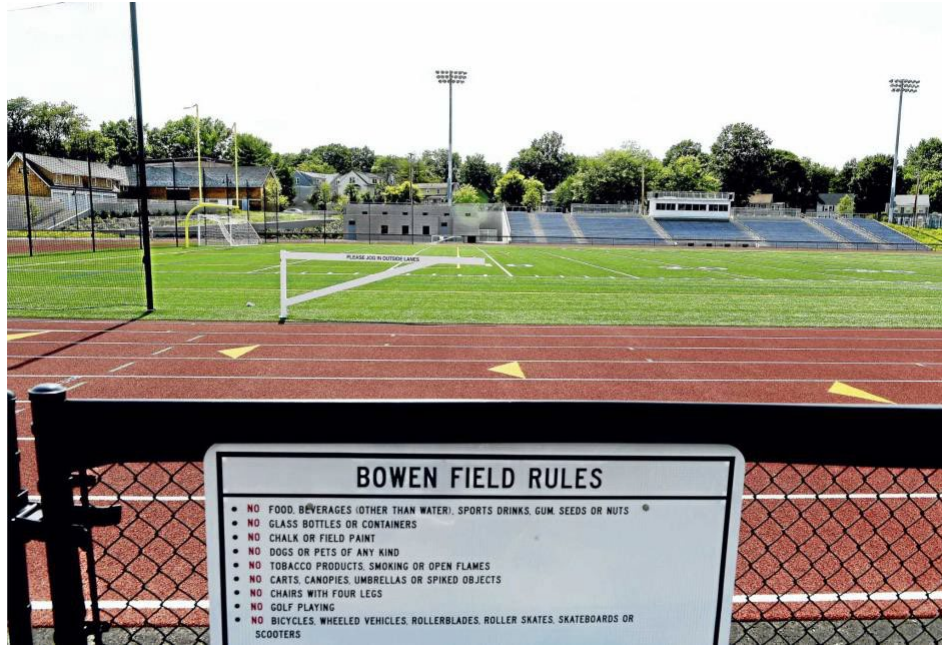
Blake Field



Appendix A

Pictures of Outdoor Facility

Bowen Field



Appendix A

Pictures of Outdoor Facility

Criscuolo Park



Appendix A

Pictures of Outdoor Facility

East Rock Park



Appendix A

Pictures of Outdoor Facility

East Shore Park



Appendix A

Pictures of Outdoor Facility

El Grasso Soccer Fields



Appendix A

Pictures of Outdoor Facility

Rice Fields



Appendix A

Pictures of Outdoor Facility

Wilbur Cross Athletic Complex



Appendix B

Pictures of Indoor Facility

Hill Regional Career Magnet High School



Appendix B

Pictures of Indoor Facility

James Hillhouse High School



Appendix B

Pictures of Indoor Facility

Wilbur Cross High School



Appendix B

Pictures of Indoor Facility

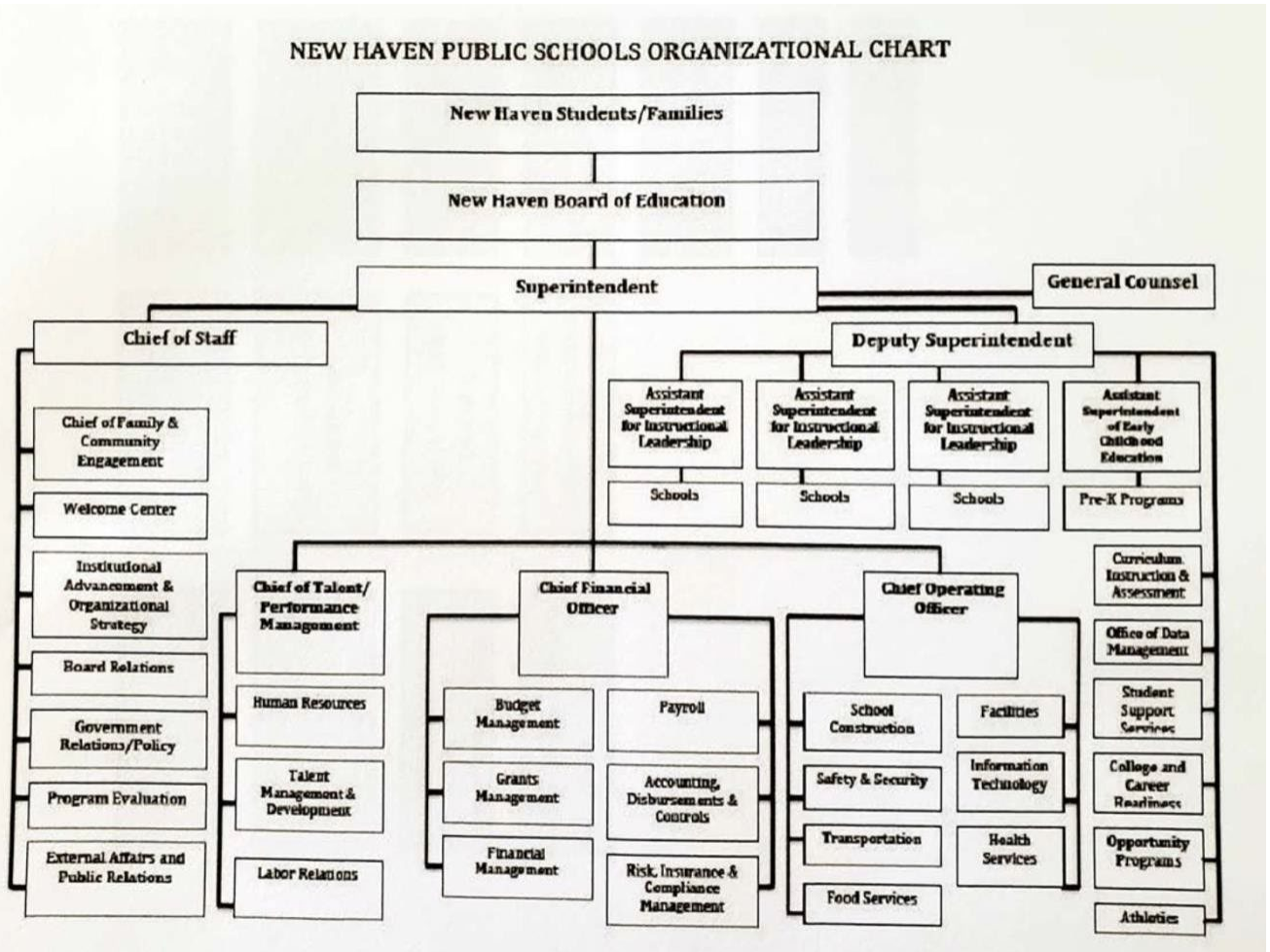
Floyd Little Athletic Center



Appendix C

Emergency Operations for New Haven Public Schools

Organizational Chart (2018)



Appendix 37

Emergency Action Plan For Student-Athletes Indoors

For all sports played on Basketball/Volleyball Courts, Indoor Tracks and Pools:

1. Establish scene safety and immediate care of the athlete: This should be provided by the most qualified individual on the medical team.
2. Activation of Emergency Medical Services: This may be necessary in situations where emergency transportation is not already present at the sporting event. Time is the most critical factor and this may be done by anyone on the team. However, the person chosen should be someone who is calm under pressure, communicates well, and is familiar with the location and address of the sporting event.
3. Equipment Retrieval: May be done by anyone on the emergency team who is familiar with the types and locations of the specific equipment needed. Athletic training students, managers, and coaches may be good choices for this role.
4. Direction of EMS to the Scene: One of the members of the team should be in charge of meeting the emergency medical personnel as they arrive at the site. This person should have keys to locked gates or doors.

Activating Emergency Medical Services

- Call 9-1-1
- Provide Information - name, address, telephone number of the caller - nature of emergency (medical or non-medical*) - number of athletes - condition of athlete(s) - first aid treatment initiated by the first responder - specific directions as needed to locate the emergency scene (i.e. “use the south entrance to the stadium on Sherman Ave.”) - other information requested by the dispatcher. *If non-medical, refer to the specified checklist of the school’s non-athletics emergency action plan

Appendix D

Emergency Action Plan For Student-Athletes Outdoors

For all sports played on Turf Fields, Tennis Courts, Grass and all other outdoor surfaces:

Athlete Collapses on Field



Check for Consciousness



Conscious Check for Other Conditions

Unconscious CALL 911 from nearest landline phone or cell phone give location to dispatcher. Clear area for accessibility. Gates opened.



Send a trusted person, like security, to call or get trainer and AED.



Open airway and check for breathing pulse. Are they breathing?



Yes, breathing. Check for other life-threatening conditions.

No, Start compressions



30 Compressions/2 Breaths continue cycle until AED arrives, Advance Medical Personnel arrives or too tired to continue. Scene become unsafe.

Appendix D

Emergency Action Plan For Student-Athletes

Non-Medical Emergencies

For the non-medical emergencies (fire, bomb threats, violent or criminal behavior, etc.) refer the to the school emergency action plan checklist and follow instructions.

Approval and acceptance of the New Haven Public Schools Emergency Plan for Athletics.

Approved by: _____ Date: _____
Superintendent of NHPS

Approved by: _____ Date: _____
District Athletic Director

Approved by: _____ Date: _____
Head Athletic Trainer



Conclusion

Emergency situations may arise at any time during athletic events. Expedient action must be taken in order to provide the best possible care to the sport participant. The development and implementation of an emergency action plan will help ensure that the best care will be provided. New Haven Athletics has a duty to develop an emergency plan that may be implemented immediately when necessary and provide appropriate standards of emergency care to all sports participants. This preparation involves formulation of an emergency plan, proper coverage of events, maintenance of appropriate emergency equipment and supplies, utilization of appropriate emergency medical personnel, and continuing education in the area of emergency medicine and planning. The importance of being properly prepared when athletic emergencies arise cannot be stressed enough. An athlete's survival may hinge on the training and preparation of athletic healthcare providers. It is prudent to invest athletic department "ownership" in the emergency action plan by involving the athletic administration and sport coaches as well as sports medicine personnel. The emergency action plan should be reviewed at least once a year with all athletic personnel and local emergency response teams.

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