

Subject: Parks and Recreation Risk Management Plan

Policy No: 900-0002

Effective Date: Originally Approved May 2012

Annual Review and Approved February 2018

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Executive Summary

Why a Risk Management Plan?

Unanticipated accidents, incidents, and losses can be very costly for an organization. So, making every possible attempt to control/manage such events is vital to the fortitude of such organizations.

The City of Woodstock currently has a Risk Manager, housed in the Human Resources Department, and a Safety Committee composed of one staff member from each department. The Safety Committee meets monthly to discuss current safety concerns and solutions for existing issues.

The Parks and Recreation Department has decided to establish a comprehensive risk management plan for the Department to be used as a supplement to the Safety Committee's guidelines and directives.

Risk Management Policy

Some risks/hazards are inherent in public parks and facilities, but it is the goal of the Woodstock Parks and Recreation Department to take all precautions necessary to provide safe and enjoyable services and facilities to the community. This will be accomplished through periodic inspections of all parks, equipment, and facilities and continuous staff training and evaluations.

Objectives:

- Avoid all preventable risks/hazards;
- Minimize the impact of unavoidable risks/hazards;
- Implement steps to prevent a repeat of any incidents/accidents.

Definitions

Risk Management:

- “Planning for the negative consequences of any decision process or action by using whatever means feasible to control the chance of financial loss.”
 - *Public Sector Risk Management Manual, PRIMA Institute*
- “The process of planning, organizing, leading, and controlling the activities of an organization in order to minimize the adverse effects of accidental losses on that organization at a reasonable cost.”
 - *Essentials of the Risk Management Process, Insurance Institute of America*
- Trying to stop losses from happening through: avoidance and loss prevention. Managing losses that do occur through: reduction, insurance, and risk transfer.



“I think, perhaps, we need to come up with a new approach to risk management.”

Risk Management Steps



There are 3 main phases in the risk management process:

1. Risk identification and assessment,
2. Risk response strategies,
3. Management

Each step is needed to reduce the frequency and severity of risks in the Department's facilities. These three phases will be discussed in detail.

1A. Risk Identification

Determine what services and/or properties could bring about an accident, incident, or loss for the Department...

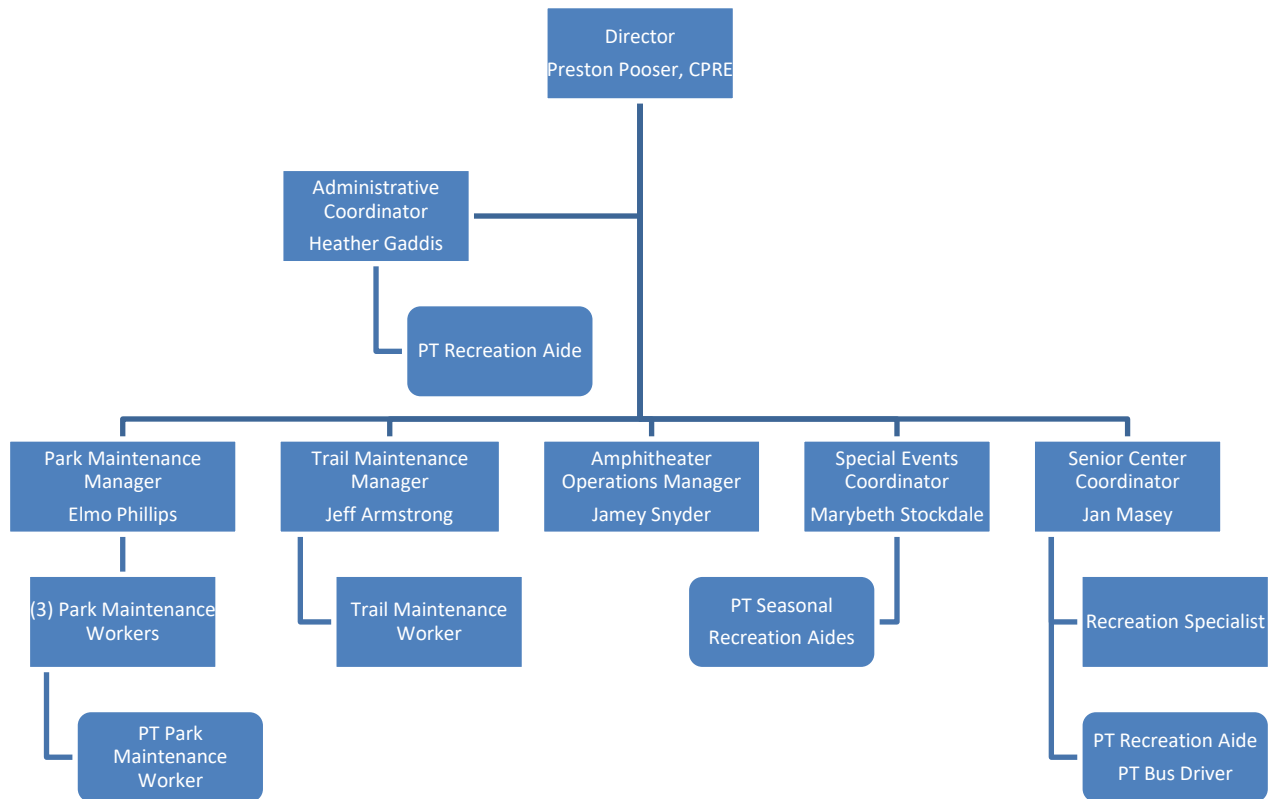
- Division Coordinator/Manager(s) should complete park/facility inspection reports (see Appendix) on a regular basis to ensure that risks are identified in a timely manner;
- Regular review of customer complaints (on evaluation forms, by phone, mail, or e-mail);
- Regular review of accident/incident claim forms;
- Review of anticipated new risks/projects at bi-weekly staff meetings.

Based on the Department's structure and size displayed in the figure below, the Department Director serves as the leader for the Parks and Recreation Department to ensure that risk management strategies and plans are being implemented effectively.

As the risk management leader for the Department, the Director has the authority to carry out policies and procedures to mitigate risks that are brought to his/her attention by division coordinators, customer complaints, accident claim forms, and biweekly staff meetings.

Although the Director is the Risk Manager for the Department, effective risk management requires all Parks and Recreation Department staff to be vigilant and report any potential losses and hazards to the Director when he/she sees something

Department Organization Chart



Types of Losses the Department May Face

1. Property Losses
 - a. Natural causes (hail, rain, flood, lightning, tornado, hurricane, earthquake)
 - b. Human Causes (theft and vandalism)
2. Financial Business Losses
 - a. Employee Accidents/Injuries
 - b. Embezzlement and Theft
 - c. Loss of income-shutdown of business operations
3. Contractual Losses
 - a. Department breaches a contract
 - b. Contractor breaches contract with department
4. Tort Liability Losses
 - a. Negligence claims
 - b. Vehicle Operations Claims
 - c. Assault, battery, defamation
 - d. Nuisance Claims against Department activity (preventing enjoyable use of nearby owners property)
5. Human Rights Losses
 - a. Sexual harassment and physical abuse
 - b. Violating equal employment opportunities
 - c. Violating equal right to participate

Types of Hazards the Department May Face

1. Environmental Hazards
 - a. Holes or protrusions
 - b. Falling Objects
 - c. Steep Slopes or vertical drops
 - d. Dangerous plants or animals
 - e. Weather
 - f. Water hazards
 - g. Visibility-Lighting at facilities
2. Infrastructure Hazards
 - a. Slippery/uneven surfaces
 - b. Stairs/steps in poor condition
 - c. Protrusions/sharp edges
 - d. Moving parts
 - e. Overhead parts
 - f. Lack of barriers/barriers in poor condition
3. Program Hazards
 - a. Improper supervision
 - b. Safety Rules not developed or enforced
 - c. Improper training of supervisors
 - d. Improper/incomplete employee and volunteer background checks
 - e. Facilities without proper safety devices and equipment
4. Emergency Care Hazards
 - a. No or Improper aid given
 - b. Inadequately trained staff
5. Crisis Management
 - a. Significant weather
 - b. Terrorist Attacks
 - c. Fire
 - d. Chemical spills
6. Transportation Hazards
 - a. Inappropriate use of Department vehicles

- b. Vehicles not maintained, inspected adequately
- c. Staff driving vehicles without a valid license

1B. Assessment of Risks

After identification each risk should be analyzed in order to determine the type of loss it may bring about, how often it may occur, and how severe the loss may be.

This step is important in determining which risks are more significant, thereby requiring closer monitoring and resource allocation to prevent them from occurring.

Below are the previous losses and risks (listed in part 1) evaluated based on three categories: risk probability, injury severity, and financial severity.

Risk Probability (Frequency) was ranked on a scale that included low, medium, and high.

Injury severity (to the participant) was ranked on a scale that included low, minor, major, severe, and fatal.

Financial severity (to the Department) was ranked on a scale that included minimal, moderate, critical, catastrophic.

Rankings are based on organizational data (customer complaints, accident claim forms, and biweekly staff meetings) and staff assessment.

Assessment of Losses

Types of Losses	Risk Probability	Injury Severity	Financial Severity
1. Property Losses			
a. Natural Causes	Medium	NA	Critical
b. Human causes	Medium	NA	Moderate
2. Financial Business Losses			
a. Employee accident/injury	Low	Minor	
b. Embezzlement & theft	Low	NA	Moderate
c. Loss of income	Low	NA	Critical
3. Contractual losses			
a. Department Breaches	Low	NA	Major
b. Contractor breaches	Low	NA	Major
4. Tort Liability Claims			
a. Negligence claims	Low	Major	Critical
b. Vehicle operations claims	Medium	Major	Critical
c. Assault, battery, defamation	Low	Major	Critical
d. Nuisance claims	Low	Minor	Moderate
5. Human Rights Losses			
a. Sexual harassment/physical abuse	Low	Major	Critical
b. Violating equal employment	Low	NA	Critical
c. Violating equal right to participate	Low	NA	Critical

Assessment of Hazards

Types of Hazards	Risk Probability	Injury Severity	Financial Severity
1. Environmental Hazards			
a. Holes or protrusions	Medium	Minor	Moderate
b. Falling objects	low	Major	Critical
c. Steep slopes or vertical drops	low	Major	Moderate
d. Dangerous plants or animals	Low	Major	Minimal
e. Weather	medium	Minor	Critical
f. Water hazards	medium	Minor	Critical
g. Visibility-lighting at facilities	low	Minor	Moderate
2. Infrastructure Hazards			
a. Slippery/uneven surfaces	Low	Minor	Major
b. Stairs/steps in poor condition	low	Minor	Moderate
c. Protrusions/sharp edges	Low	Major	Critical
d. Moving parts	low	Major	Critical
e. Overhead parts	Low	Severe	Critical
f. Lack of barriers	Low	Severe	Moderate
3. Program Hazards			
a. Improper supervision	Low	Major	Critical
b. Safety rules not developed/enforced	Low	Major	Moderate
c. Improper training of supervisors	Low	Major	Critical
d. Improper background checks	low	Major	Critical
e. Facilities w/o proper safety equip.	low	Fatal	Catastrophic
4. Emergency care hazards			
a. No or improper aid given	low	Fatal	Catastrophic
b. Inadequately trained staff	low	Severe	Critical
5. Crisis Management			
a. Significant weather	medium	Minor	Moderate
b. Terrorist attacks	low	Fatal	Critical
c. Fire	low	Severe	Critical
d. Chemical spills	low	Severe	Catastrophic
6. Transportation Hazards			
a. Inappropriate use of vehicles	low	Fatal	Critical
b. Vehicles not maintained/inspected	low	Fatal	Critical
c. Staff driving without valid license	low	Major	Critical

2. Response Strategies

In conjunction with the City and the Human Resources Department, the Parks and Recreation Department aims to maintain a culture of safety. Monitoring the frequency and severity of hazards and losses will be necessary to continually update the risk management plan and develop effective solutions to mitigate future risks. This will include:

- Comparing data annually by type of loss, frequency, and severity;
- Assessing patterns or changes in incident/accident reporting forms and facility/park inspection reports;
- Benchmarking data to similar programs and departments;
- Making revisions as necessary.

Select/implement risk management techniques: Choose the most efficient risk management technique and implement it. Be aware that avoiding some risks can be more costly than the likelihood of their occurrence.

Loss Control – “A conscious action intended to reduce the frequency, severity, or unpredictability of accidental losses.”

Based on the assessment, the biggest risks to the Department are program hazards, emergency care hazards, and transportation hazards. Effective strategies must stress the need for proper supervision, enforcing safety rules, proper training and background checks, proper safety equipment, appropriate use of vehicles, and frequent inspection of vehicles and equipment.

This is accomplished through employee training (equipment and task specific), supervisor accountability, and staff evaluations. Every employee is considered

responsible for risk management and is expected to be alert for any and all possible hazards and losses.

Please see City's Policies and Procedures Manual for additional information on:

Worker's Compensation

Insurance

Vehicle operations

- Drivers must possess a valid state issues driver's license;
- Drivers must provide an MVR clear of any major incidents/accidents;
- Drivers must wear safety restraints at all times while vehicle is being operated;
- Vehicles must be inspected and maintained according to the fleet inventory schedule.

3. Risk Management Plan

Each facility is to be staffed with competent employees. It is the responsibility of the Division Coordinator/Manager to ensure that staff are well trained in and follow established safety guidelines for risk management. The following represents the Department's risk management plan. Following these guidelines will mitigate future risk to participants in the programs and services and financial losses to the Department. The Department will track all incidents to measure progress and update this plan every year to assess where the Department needs improved risk management strategies and plans.

Emergency Care Skills Training

All Parks and Recreation employees should undergo American Red Cross First Aid and CPR training and AED training. This training is conducted every two years and is taught by certified staff in the Fire Department.

Certified staff shall refer to the American Red Cross standards of care when providing First Aid and CPR and the manufacturer's guidelines for AED usage.

Cooperation with Law Enforcement

It is the responsibility of staff to enforce the rules and regulations outlining their job description and policy and procedures. If staff needs assistance enforcing rules, staff is expected to contact the Woodstock Police Department if needed.

1. Department Liaison
2. In-Service Staff Training

Incident/Accident Management

In emergency medical situations, staff is to follow Red Cross standards, if appropriate. If 911 is called, staff must notify the Division Coordinator/Manager who will call the Parks and Recreation Director.

Staff must follow the proper opening and closing procedures for their facility.

Staff must notify the maintenance division of any issues by using the proper form. If the issue is an emergency, then staff must notify the Parks/Trail Maintenance Manager as soon as necessary.

In the case of hazardous weather, staff must follow the guidelines established at their facility.

It is the responsibility of all staff to maintain clean and safe facilities.

Record Keeping

Record Keeping: Each division shall have policies and procedures specific to its facility which will serve as guidelines for programs, services, and facility operation. Incident/accident forms must be filled out for minor and major incidents and turned in to the Division Coordinator/Manager. Records and documents should be kept for at least four years. Divisions and employees are protected by carefully documented proof of techniques used to report and care for accidents, injuries, and incidents.

Incident/Accident Identification & Accounting

An important step in the risk management process is to identify all potential losses facing each division. It is the responsibility of each division manager to remain vigilant in identifying these areas and communicating this information to the Risk Management Committee along with any maintenance staff who can correct these problems.

Common areas of concern include:

- Potential loss of income/property due to theft, accident, disaster

- Maintenance of equipment and facilities
- Regular inspections of facilities
- Signage, “at risk”, rules, etc.
- Employee screening
- Staff and volunteer training
- Special event and program planning, traffic flow, alcohol?
- Detailed, signed rental and usage agreements
- Would you feel safe if your children were participating?

Incident/Accident Control:

It is the responsibility of each Division Coordinator/Manager to eliminate or reduce potential risks. Elimination of the risk is the primary goal. If risk cannot be eliminated the next choice is to attempt to reduce the risk.

Incident/Accident Accounting:

Division Coordinator/Manager(s) must obtain a completed incident/accident report for each occurrence. All incident/accident reports will be submitted to the Director immediately. The Director will review the reports and determine if anything can be done in order to reduce or eliminate the possibility of reoccurrence.

Crisis Management

Severe Weather, Tornado Warning:

- Staff and guests that are on site will move to an area away from windows in an interior room, such as the restroom, office, or basement if available.
- In the case of lightening, we strongly encourage people outside to come inside until the storm passes.
- Should the facilities be closed and/or programs be cancelled due to inclement weather (determination made by the Parks and Recreation Director) all staff are to be

notified as soon as possible. All efforts should be made to inform guests and parents, whether through postings, phone calls, or media announcements.

- Participants will not be transported during a severe weather warning. Trip decisions will be made based on particular conditions.
- Should severe weather develop while on a trip or being transported, staff and drivers will take the participants to the nearest area of safety. Staff will contact the Parks and Recreation Director as soon as possible.

Fire:

- When the fire alarm sounds or fire/smoke is spotted, staff is to immediately call 911.
- Staff is to have participants exit the facility using the nearest exit. They are to gather in the parking lot, well away from buildings.

Power Failure:

- The facilities are equipped with emergency back-up lighting systems, however, some of these areas will still be too dark for guests to be in.
- If the power is off for an extended period of time, turn off nonessential items, such as lights in unoccupied rooms until the power comes back on.
- If the power is off for an extended period of time, contact the Parks and Recreation Director.

Missing Child:

If a child that is enrolled in a program/event is determined to be missing:

- Staff is to immediately inform the program/event coordinator.
- The building and the immediate area outside the building is to be searched thoroughly.
- If the child is still not located, the coordinator will call the Police Department, the child's parent/emergency contact, and the Parks and Recreation Director.

- After the City of Woodstock Police Department personnel arrive, all staff will follow the lead investigator's directions.
- All other children involved in an indoor program/event will be secured in the rooms until they are picked up by parents, unless otherwise directed.
- Staff is not permitted to release any information to the press, parents or guests unless directed to do so by the coordinator or lead investigator.

Appendix: Inspection Reports

On the following pages are examples of inspection reports filled out by the Department staff and kept for record by the Parks and Recreation Department Director.

PARK SAFETY AND MAINTENANCE CHECKLIST

DATE: 4/25/16

INSPECTOR: J. Snyder

PARK NAME: City Park

Item to be Checked	OK	Deficiency Noted	D/C
Parking			
1. Even concrete/asphalt surface	✓		
2. Adequate lighting	✓		
Signage			
1. Park name identification sign	✓		
2. Hours/Rules posted clearly	✓		
Walkways			
1. Even Surface, clear of debris	✓		
2. Ground level flushes with walking surface	✓		
Fencing			
1. Good Condition, no openings	✓		
2. Top/Bottom has no protruding, sharp edges	✓		
Restrooms			
1. Faucets/Dispensers	n/a		
2. Floors dry/ free of debris	n/a		
3. Door latch hardware	n/a		
Additional Park Features			
1. Pavilions	✗	Graffiti on gazebo deck	
2. Picnic tables	n/a		
3. Benches/Swings	✗	Bench leg broken	
4. Water fountains	n/a		
5. Trash receptacles	✓		
6. Barbeque grills	n/a		
7. Landscaping well maintained	✓		
8. Sprinkler system	✓		
Other Concerns			

✓

✗

TRAIL SAFETY AND MAINTENANCE CHECKLIST

DATE: 4/8/16

INSPECTOR: J. Snyder

TRAIL NAME: Rope Mill Trail

Item to be Checked	OK	Deficiency Noted	D/C
Parking			
3. Even concrete/asphalt surface	✓		
4. Adequate lighting	n/a		
Signage			
3. Park name identification sign	✓		
4. Hours/Rules posted clearly	✓		
5. Trail signs	✓		
Walkways			
3. Even Surface, clear of debris	✓		
4. Ground level flushes with walking surface	✗	6" drop at circle at end of concrete trail	
Bridges			
3. Rails	✓		
4. Decking	✗	Consider replacing decking	
5. Erosion	✓		
Landscape			
1. Trees	✗	Overhang $\frac{3}{4}$ down trail on right	
2. Shrub	✓		
3. Creeks	✓		
4. Trail Edge	✓		
Additional Trail Features			
9. Pavilions	n/a		
10. Picnic tables	n/a		
11. Benches	✓		
12. Water fountains	n/a		
13. Trash receptacles	✓		
14. Barbeque grills	n/a		
15. Doggie Pot receptacles	✓		
16. Landscaping well maintained	✓		
Other Concerns			

1. Blue PVC pipe after bridge on right broken and jagged. Cut and cap

PLAYGROUND SAFETY AND MAINTENANCE CHECKLIST

PARK NAME: City Center Playground

INSPECTOR: J. Snyder

DATE: 4/25/16

Items to be Checked	OK	Deficiencies Noted	D/C
1. Inspector familiar with CPSC for playgrounds	✓		
2. Playground surfacing material good	✗	Bare spots and overflow spots. Needs raking	
3. Playground signs in place, in good repair	✗	None	
4. No open ended "s" hook or chains	✓		
5. "s" hooks not worn thin	✓		
6. Swing seats- no cuts, cracks or missing seats	✗	Middle swing cracked. REMOVED	
7. Equipment fasteners tight (nuts/bolts)	✓		
8. No exposed fasteners (nuts/bolts)	✓		
9. No apparent sharp edges on equipment	✓		
10. Anchoring material unexposed	✓		
11. No broken glass or litter in play area	✗	Construction trash present	
12. Trees trimmed above eye level	✓		
13. Any vandalism noted in play area	✗	Cable wire exposed on building wall. TEMPORARILY MOVED	
14. Tripping hazards- cracks, roots, rocks	✓		
15. Parking lot free from trip hazards	✗	Playground pebbles overflowing on to stairs	