



Camp Horton-DHI Ranch Emergency Action Plan (EAP)

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Additional Documents: Additional internal documents and materials are used to support the communication, training, and response procedures for the emergencies outlined in this document.

Flexibility Disclaimer: This plan is intended to provide clear, actionable guidance for responding to emergencies; however, not all situations can be anticipated. Conditions at the scene may require responders to adapt or deviate from these procedures when doing so is in the best interest of camper or staff safety. Deviations from established procedures may be permitted with the approval of the Incident Commander or Safety Officer and shall be based on sound judgement and situational needs.



Camp Horton

Emergency Action Plan (EAP)

Sections 1 & 2 Purpose and Scope

1.0 Purpose

The purpose of this Emergency Action Plan (EAP) is to establish a framework for protecting the life, health, and safety of campers, staff, and visitors, as well as safeguarding camp property and facilities during emergency situations. This plan provides a structured approach for preparedness and coordinated response to incidents that may occur during camp operations.

The Emergency Action Plan is designed to address a range of potential emergencies that could reasonably occur in a youth camp environment, including but not limited to medical emergencies, severe weather events, fire, missing persons, transportation incidents, environmental hazards, and other unforeseen incidents that may threaten the safety of individuals on camp property or during camp activities.

This plan is developed in accordance with applicable laws and regulatory requirements governing youth camps in the State of Texas, including the Texas Youth Camp Safety and Health Act (Texas Health and Safety Code Chapter 141) and associated rules administered by the Texas Department of State Health Services. The plan also supports compliance with additional state safety initiatives and recognized best practices for youth camp risk management and emergency preparedness.

2.0 Scope

This Emergency Action Plan applies to all individuals participating in or supporting camp operations, including campers, staff members, volunteers, contractors, and visitors. The plan is in effect during all scheduled camp sessions, organized activities, and operational periods when camp programs are underway.

The scope of this plan includes all camp-owned or controlled facilities, structures, and activity areas, as well as any off-site locations used for camp programming such as recreational areas, water activities, field trips, transportation routes, and partner properties where camp activities are conducted.

This plan applies to all emergency situations that may affect the safety, health, or welfare of individuals involved in camp activities. The plan is designed to provide a coordinated framework for preparedness, response, and communication during emergencies that occur on camp property or during camp-sponsored activities.

This Emergency Action Plan is maintained in compliance with requirements established under the Texas Youth Camp Safety and Health Act (Texas Health and Safety Code Chapter 141) and guidance provided by the Texas Department of State Health Services.



Camp Horton

Emergency Action Plan (EAP)

Section 3.0 Emergency Response Framework

3.0 Emergency Response Framework

The camp utilizes an organized emergency management structure based on principles of the National Incident Management System (NIMS) and the Incident Command System (ICS) to guide emergency response activities. This framework establishes clear leadership, communication, and coordination procedures that support an organized and effective response during emergency situations.

Under this framework, a designated Incident Commander provides overall leadership during an emergency and is responsible for coordinating response actions, assigning responsibilities, and communicating with staff and external responders. Supporting roles may be assigned to assist with safety oversight, medical response, supervision of campers, and operational coordination depending on the nature and scale of the incident.

The camp maintains procedures designed to integrate with local emergency response agencies, including law enforcement, fire services, and emergency medical services. During significant incidents, responding agencies may assume operational control of the emergency scene. Camp leadership will cooperate fully with responding authorities and provide information, resources, and assistance necessary to support emergency response and ensure the safety of campers and staff.

This framework allows the camp to maintain clear lines of authority, coordinated communication, and effective decision-making while responding to emergencies that may occur on camp property or during camp-sponsored activities.

3.1 Response Priorities

During any emergency situation, response actions and decisions will be guided by the following priorities:

- **Life Safety:** Protecting the life and health of campers, staff, and visitors is the highest priority during any emergency.
- **Accountability and Supervision:** Ensuring all campers, staff, and visitors are accounted for and remain under appropriate supervision.
- **Incident Stabilization:** Taking appropriate actions to control or stabilize the emergency situation and prevent escalation when it can be done safely.
- **Protection of Property and Environment:** Safeguarding camp facilities, equipment, and surrounding resources once life safety and accountability have been addressed.

These priorities apply to all emergency situations and guide decision-making across all response activities.

3.2 Roles and Responsibilities

Effective emergency response requires clearly defined leadership roles and responsibilities. During an emergency, specific roles may be assigned to staff members to support coordinated decision-making and response operations.

These roles define functional responsibilities rather than specific individuals, allowing the camp to assign staff to roles based on availability, training, and the nature of the emergency.

Primary emergency response roles may include the following:

- **Incident Commander:** Provides overall leadership during the emergency response. Assesses the situation, establishes priorities, assigns responsibilities, and coordinates with external emergency responders.
- **Safety Officer:** Monitors safety conditions during the response and advises leadership on risks affecting campers, staff, and responders.
- **Medical Officer:** Coordinates medical care for injured or ill individuals and supports emergency medical response until professional medical responders arrive.
- **Staff Coordinator:** Coordinates supervision of campers and staff within activity areas, assists with accountability, and supports operational response activities.
- **Communications Coordinator:** Manages internal and external communication during an emergency, including communication with emergency services, staff members, and parents or guardians when appropriate.
- **Emergency Preparedness Coordinator:** The Emergency Preparedness Coordinator (EPC) at Camp Horton oversees emergency planning, readiness, staff training, drills, communication with local agencies, and maintains emergency equipment and records (including the EAP). The Incident Commander may also serve as the EPC.

Depending on the scale of the incident, one individual may perform multiple roles.

3.2.1 Emergency Response Team (ERT)

The Emergency Response Team (ERT) is the group of designated staff who implement the EAP during an incident. The ERT operates using ICS principles, with clear leadership, defined roles, and streamlined communication to support rapid decision-making and coordinated action.

The Incident Commander is the primary decision-maker during emergencies and is responsible for setting objectives, prioritizing life safety, and assigning tasks. The Safety Officer, Medical Officer, Staff Coordinator, and Communications Coordinator support the Incident Commander by managing their functional areas and providing timely updates and recommendations.

Accountability and supervision functions are coordinated through the Staff Coordinator in close collaboration with counselors and senior counselors. Medical care is coordinated by the Medical Officer, including triage, first aid, and coordination with EMS. Hazard monitoring and responder safety oversight are coordinated by the Safety Officer, including identifying unsafe areas, controlling access, and recommending protective actions.

During large or complex incidents, responding public safety agencies may assume operational control of the incident scene. In these situations, camp leadership will maintain internal accountability and camper

supervision functions, support responders with information and resources, and follow lawful direction from incident authorities.

3.2.2 Organization Chart (ERT)

The following chart illustrates the camp’s ICS-style Emergency Response Team (ERT) structure and reporting relationships during an incident.

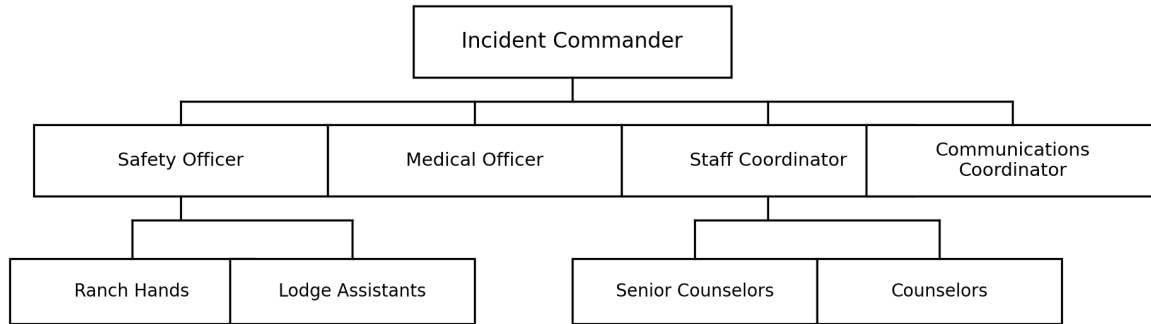


Figure 1. Emergency Response Team (ERT) Organization Chart (ICS-style).

3.3 Training & Exercises

Camp Horton maintains a structured training and exercise program to ensure staff can prevent incidents, respond quickly and calmly, and follow the camp’s Emergency Action Plan (EAP). Training is role-based and aligned with the camp’s incident management structure. Training occurs before each operating season, includes refreshers throughout the session, and is reinforced through drills and scenario practice so staff can apply the EAP under realistic conditions. All training is led and taught by the Camp Director. This includes EAP training and exercises.

3.3.1 Training

Training on the EAP is required for all adults working or volunteering at camp, including (as applicable):

- Camp leadership and supervisors
- Incident Commander and designated alternates
- Safety Officer, Medical Officer, Staff Coordinator, and Communications Coordinator
- Counselors and senior counselors
- Ranch hands, lodge assistants, maintenance/grounds, kitchen/dining staff
- Activity staff/instructors and drivers/transportation staff
- Overnight supervision staff
- Volunteers and short-term/contract staff to the extent of their duties (at minimum: reporting procedures, alarms, evacuation/shelter locations, and who to contact)



New staff must receive EAP training before being assigned direct camper supervision or operational duties.

At minimum, camp conducts the following training and refreshers:

- Pre-season EAP training (required annually before campers arrive)
- Session-start refresher (at the start of each camp session/rotation)
- Ongoing refreshers during operations (e.g., weekly safety briefings or “toolbox talks”)
- Post-incident / post-near-miss review training when an event occurs or procedures change
- Just-in-time training for role changes, substitute coverage, or added hazards (e.g., heat advisory, wildfire smoke, severe weather outlook)

Core EAP topics covered include (high level):

- Emergency roles and reporting lines (who leads, who supports, how information flows)
- How to activate the EAP and how to report an incident quickly (who/what/where)
- Life safety priorities (protect campers first; accountability; scene safety)
- Communication procedures (radios/phones, backup methods, plain language)
- Camp accountability (headcounts, buddy system checks, missing camper process)
- Evacuation and shelter procedures (routes, rally points, shelter-in-place locations)
- Medical response basics (how to contact Medical Officer, documentation, AED location, universal precautions)
- Weather and environmental hazards relevant to Texas (lightning, tornado/severe storms, extreme heat, flooding)
- Fire safety (prevention, alarms, extinguisher awareness, wildfire readiness if applicable)
- Behavioral and security concerns (unauthorized persons, visitor control, reunification procedures)
- Activity-specific hazards (waterfront, ranch/animal interaction, tools/equipment, transportation) at a high level
- Documentation and notifications (internal reporting, parent/guardian notifications, required external reporting as applicable)

Training is documented and retained by camp administration through:

- Staff training sign-in rosters (date, topics, instructor, attendee signatures)
- Role assignment lists (primary/alternate positions for key EAP roles)
- Drill and exercise logs (scenario, time started/ended, results, corrective actions)
- New-hire orientation checklists
- After-action reviews (AARs) noting improvements and follow-up training completed

Documentation is maintained in a centralized location (digital and/or binder) and is available to leadership for review. The Camp Director is responsible for leading all training sessions, instructing participants, and gathering necessary documentation.

3.3.2 Camper Safety Orientation

Campers receive a safety orientation to help them feel confident, know what to do if they need help, and understand the basic rules that keep everyone safe. The Camp Director is responsible for leading all camper orientation and gathering necessary documentation.

Orientation occurs:

- On arrival / first day (or first evening) before campers begin normal activities
- Before higher-risk activities (e.g., waterfront, ranch activities, field trips, climbing/hiking, transportation) as brief “activity safety talks”
- As-needed refreshers during the session (especially after schedule changes or weather hazards)

At an age-appropriate level, camper orientation covers:

- How to ask for help and identify trusted adults (counselors, senior counselors, Medical Officer)
- Buddy system expectations and staying with the group
- Boundaries (where campers may/can’t go) and why
- What to do if separated: “Stop, stay put, make yourself easy to find, and tell an adult”
- Emergency signals/alarms and what they mean (in simple terms)
- Where to go during evacuation or shelter-in-place (rally points / safe buildings)
- Weather safety (lightning rules, heat/hydration reminders)
- Basic health and wellness expectations (hydration, sunscreen, telling staff about injuries/illness)
- Water safety rules if a waterfront/pool is present
- Respectful behavior and reporting anything that feels unsafe (including bullying or unwanted contact)

To keep orientation calm and reassuring, the camp uses a developmentally appropriate approach:

- Uses simple, positive language focused on “how we stay safe” rather than frightening outcomes
- Keeps the tone confident and supportive (“Adults are trained to help; you are not in trouble for asking questions.”)
- Delivers information in small-group formats by room/lodging area/group when possible
- Uses brief demonstrations and practice (e.g., walking to rally point) rather than detailed descriptions
- Frames drills as routine practice (similar to school fire drills) and avoids graphic detail
- Tailors methods by age (shorter, more interactive delivery for younger campers; clearer expectations and “why” for older campers)

The Camp Director leads camper orientation and is responsible for updating the training curriculum to maximize effectiveness.

Orientation completion is tracked using a counselor checklist or group roster to confirm every camper received the briefing.

3.4 Coordination with Local Authorities (911) and Emergency Management



Camp Horton maintains a clear process for coordinating with local authorities - including 911 emergency services - and the Pecos County Emergency Management Coordinator to ensure a prompt and effective response to incidents affecting camp operations. When an emergency arises that requires outside assistance, the Incident Commander or Emergency Preparedness Coordinator will immediately contact 911 for urgent response (such as medical emergencies, fire, or law enforcement). In addition, they will initiate communication with local emergency management whenever an incident demands further coordination, resources, evacuation support, or extended response.

- For life-threatening emergencies, staff call 911 directly and ensure immediate safety actions are taken.
- The Incident Commander or Emergency Preparedness Coordinator then informs local emergency management to request additional support, provide updates, coordinate evacuation or sheltering, request transportation assistance, and support reunification or recovery operations as needed.
- The Incident Commander serves as the camp's point of contact, maintaining communication with local authorities and emergency management throughout the incident, following their guidance and direction until the situation stabilizes and authorities issue an all-clear or determine that further coordination is no longer needed.

This process ensures Camp Horton's response aligns with local emergency protocols and leverages community resources, enabling clear, timely, and documented communication with both 911 and emergency management authorities.



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Section 4.0 Communication

4.0 Communication

This section explains how information flows during emergencies at Camp Horton. It describes internal and external communication principles, who communicates to whom and when, and how we maintain clear, consistent, and documented messaging under stress. Detailed equipment inventories and contact lists are maintained in Appendix L and are not duplicated here.

Communication principles used during emergencies include:

- Life safety first: communicate hazards, instructions, and accountability status quickly.
- Plain language and clarity: avoid jargon; state what happened, where, what to do, and who is in charge.
- Single source of direction: the Incident Commander (IC) provides or approves emergency instructions unless delegated.
- Need-to-know information sharing: protect privacy and share sensitive details only with those who require it (e.g., Medical Officer, responders).
- Redundancy: critical messages must have a backup method (e.g., radio and phone).
- Documentation: key communications (major decisions, notifications, times) are logged as practicable.

4.1 Internal Communication

Internal communication ensures the camp activates the EAP quickly, assigns roles, delivers clear instructions, and tracks camper and staff accountability. During an incident, staff report information upward and receive instructions downward through the established incident management structure.

Internal information flow during emergencies follows these general steps:

- Immediate report: the first staff member aware of an emergency ensures immediate safety (if safe to do so) and reports the incident.
- Activation: the IC is notified and determines whether to activate the EAP and assign or confirm key roles (Safety Officer, Medical Officer, Staff Coordinator).
- Instructions: the IC (or designee) issues operational instructions to staff, including protective actions (evacuation, shelter-in-place), accountability procedures, and tasking.
- Accountability: group leaders conduct headcounts and report results through the Staff Coordinator to the IC.



- Updates: as conditions change, the IC provides periodic updates and confirms when normal operations may resume.

4.1.1 Staff

Staff communication focuses on fast reporting, prompt activation, and clear instruction flow. All staff are expected to report emergencies immediately and follow the IC's direction.

Reporting emergencies (staff):

- Any staff member who observes or is informed of an emergency reports it immediately using the fastest available method (radio or phone).
- If the emergency is life-threatening and immediate external assistance is required, staff call 911 first (if able) and then notify the IC and Medical Officer as quickly as possible.
- When reporting, staff provide: location, type of incident, number of people involved, immediate hazards, and what help is needed.

Activation and instruction flow (staff):

- The IC confirms activation of the EAP and assigns responsibilities.
- The IC issues camp-wide instructions and approves external communications unless delegated.
- Safety Officer coordinates hazard control, scene safety, and perimeter/access management as directed by the IC.
- Medical Officer coordinates medical assessment, treatment, and medical documentation and advises the IC on health/medical risks.
- Staff Coordinator coordinates staffing coverage and accountability reporting, including headcounts and status checks from cabin/activity groups.

Accountability information sharing (staff):

- Counselors/senior counselors conduct headcounts for their assigned group and maintain the buddy system during movement.
- Headcount results (present/missing/injured) are reported promptly to the Staff Coordinator.
- The Staff Coordinator consolidates accountability reports and relays verified status to the IC at defined intervals and whenever a change occurs.

4.1.2 Camper

Camper messaging is delivered by counselors and supervising staff using calm, age-appropriate language. The goal is to prompt safe action without increasing fear or confusion.

Staff-to-camper messaging principles:

- Use simple, direct instructions: tell campers what to do now (e.g., "Stay with your buddy and follow me to the lodge.").
- Maintain calm tone and confident demeanor; avoid speculation or sharing unverified information.



- Keep groups together and supervised at all times; prioritize the buddy system and headcounts.
- Use consistent, rehearsed phrasing for common protective actions (evacuation, shelter-in-place, lightning procedures).
- Reassure without minimizing: emphasize that adults are trained and this is a safety procedure.
- Do not discuss injuries, names, or sensitive information in front of campers beyond what is necessary for immediate safety.

4.2 External Communication

External communication ensures timely coordination with emergency responders and provides consistent, accurate information to parents/guardians and, when necessary, the public. To reduce confusion and protect privacy, Camp Horton follows a designated spokesperson model.

External communication roles and authority:

- Spokesperson authority: the Incident Commander (or a formally designated Public Information Officer or Camp Director acting on behalf of the IC) is the only authorized spokesperson.
- Staff guidance: all staff and volunteers must route external inquiries to the authorized spokesperson unless their role specifically requires coordination (e.g., Medical Officer with EMS).
- Information control: only confirmed information is released; privacy and safety considerations are maintained.

4.2.1 Emergency Assistance

When external emergency assistance is needed (e.g., EMS, fire, law enforcement), the camp contacts 911 (or the appropriate local emergency number). The IC coordinates the overall response with responding agencies. The Safety Officer typically coordinates access control and meets/escorts responders, and the Medical Officer coordinates patient care and patient information sharing as appropriate.

Critical information to relay when contacting emergency services:

- Caller name, role, and callback number.
- Camp name and full address; include nearest cross streets and gate/entrance information.
- Best access point for responders and where someone will meet them (e.g., main gate).
- Nature of the emergency (medical, fire, severe weather impact, missing person, security issue).
- Exact location on site (building/cabin name, landmark, GPS coordinates if available).
- Number of people involved and current condition (e.g., number injured/ill, level of consciousness, breathing status).
- Immediate hazards (fire/smoke, downed lines, flooding, animals, weapons, traffic hazards).
- Care being provided (first aid/AED in use) and whether the scene is safe to enter.
- Any special considerations (age of campers, accessibility issues, need for additional resources).



Emergency contact numbers, address details, and responder meeting instructions are maintained in the camp's emergency contact list (Appendix L) and are available in the camp office and designated emergency binders.

4.2.2 Media

If contacted by the media, staff must not provide statements, opinions, or incident details unless explicitly authorized. All media inquiries are referred to the designated spokesperson.

Media guidance for staff:

- Do not speak to the media, post incident information online, or share photos/videos of campers or the incident scene.
- Politely refer all media inquiries to the authorized spokesperson.
- If safe and appropriate, capture the reporter's name, outlet, phone number, and request, then immediately notify the IC.

Designated spokesperson:

- Primary: Incident Commander (IC) or a designated Public Information Officer/Camp Director acting under IC authority.
- Alternate: As designated by the IC in writing or during activation briefings.

Sample script for staff (use as written):

"I'm not authorized to speak on behalf of Camp Horton. Please contact our designated spokesperson at the camp office / Incident Commander. They will provide any confirmed updates when available."

Additional sample messaging templates may be found in the camp's crisis communication guidance materials.

4.2.3 Family

Parents/guardians are notified of significant incidents involving camper safety, health, evacuation, sheltering, or reunification. To ensure consistent information and prevent rumor, family communication is coordinated through the IC and a designated family communications lead.

Family notification approach:

- Authority: the IC approves key messages and timing of notifications.
- Primary communicator: Staff Coordinator (or another designated Family Liaison) communicates with parents/guardians under IC direction.
- Method: phone calls are used for urgent individual notifications; group notifications may be issued via approved channels as appropriate (e.g., mass text/email system).



- Content: share confirmed facts, actions being taken, and what parents/guardians should do (and not do). Avoid speculation.
- Privacy: share personal medical details only with the affected camper's parent/guardian and only as appropriate.
- Documentation: time, recipient, key points, and any follow-up needs are logged.

Notification timing and update cadence: Parents/guardians will be notified when an emergency affects camper safety, health, evacuation, sheltering, relocation, early dismissal, transportation, or reunification. Initial notification will be made as soon as campers are safe, accountability is underway or confirmed, and accurate information is available. For significant incidents, the camp will provide follow-up updates at least every 30 minutes, or sooner when significant verified information changes, until the incident is resolved, campers are reunified, or an all-clear is issued.

Reunification communication (if applicable):

- Because Camp Horton is a fly-in, fly-out camp, parents will be quickly notified by phone, text, and email if an emergency requires campers to return home. Camp Horton will coordinate individual flight plans for each camper and, when it is safe to do so, will personally escort campers to Midland Airport to ensure they board their designated flights. This procedure applies to all emergencies that necessitate the early return of campers.
- If reunification is required, the IC determines the reunification process and communicates it to families through the family communications lead.
- Families are instructed where to go, what identification to bring, and to avoid coming to the camp unless directed (to keep access routes clear for responders).

4.3 Emergency Communications Equipment and Monitoring

This subsection summarizes the required communication capabilities, monitoring expectations, and testing/documentation requirements. Detailed equipment inventories, serial numbers, and storage maps are maintained in Appendix L.

Required capabilities (high level):

- On-site staff-to-staff communications across the full camp property.
- Ability to contact external emergency services (911) and local authorities.
- Ability to deliver urgent instructions to staff quickly (camp-wide and targeted).
- Ability to account for campers and staff (headcounts/status reporting).
- Backup communication methods in case a primary system fails (redundancy).
- Reliable power/charging approach for critical devices during extended events.

Monitoring expectations:

- A primary radio channel is monitored during operating hours by designated staff.
- The Safety Officer monitors weather and hazard information sources and shares updates with the IC.



- After-hours monitoring procedures are established for overnight supervision and urgent notifications.
- Any communication outage or degraded capability is reported immediately to the IC and documented.

Testing and documentation requirements:

- Daily or shift-start radio checks during camp operations (as appropriate to the session).
- Pre-season functional testing of all critical communication systems and backup methods.
- Periodic spot checks of charging status, spare batteries, and emergency power supplies.
- Documentation of tests, failures, corrective actions, and repairs in a communications log.

Emergency Warning System / Public Address System

Camp Horton has a working emergency warning system capable of alerting occupants during an emergency. The warning system includes audible alerts and staff-directed notification methods to alert all occupants, including individuals who are deaf or hard of hearing. When needed, staff will supplement the PA/audible alert system with direct visual notification, in-person notification, runners, radios, vehicle PA systems, written messages, or assigned staff assistance.

Primary staff responsible for operating the alert system: **Safety Officer / Chad Langham.**

Backup operators if the primary operator is unavailable: **Incident Commander / Sean White, Staff Coordinator / Sydney Greaves,** or another trained designee assigned by the Incident Commander.

Internet independence and backup alerting: The PA/alert system does not rely on internet service to operate. Camp Horton uses fixed or portable PA components, vehicle PA systems, radios, audible alert devices, and direct staff notification methods that can operate through battery power, vehicle power, generator-supported power, or manual staff-directed communication. If internet service is unavailable, emergency alerts will still be delivered through PA announcements, radios, vehicle PA systems, whistles/air horns, runners, and direct in-person notification.

System maintenance: The Safety Officer is responsible for maintaining emergency warning and PA system readiness, including periodic checks of PA components, batteries, chargers, vehicle PA availability, audible alert devices, and backup notification methods. Backup operators are the Incident Commander, Staff Coordinator, or another trained designee assigned by the Incident Commander.

4.3.1 Equipment

The camp maintains communication tools sufficient to meet the required capabilities above. Equipment types may include two-way radios, phones (cell/landline), emergency alerting methods, and weather monitoring tools. Specific quantities, assignments, and storage locations are listed in Appendix L.

4.3.1.1 Storage and Accessibility

To ensure rapid access during an emergency:

- Primary devices are carried by designated leaders or kept at known, accessible locations (e.g., camp office, medical station).
- Spare batteries/charging supplies are stored in identified locations and checked regularly.
- Critical devices are protected from water/heat as feasible and stored to prevent loss or unauthorized access.
- Emergency binders and quick-reference instructions are kept where staff can reach them during activation.

4.3.1.2 Inventory Maintenance

The Safety Officer (or designee) maintains communications readiness by coordinating inventory checks and maintenance. Maintenance activities include battery rotation, charging/cord inspections, repairs, replacement, and updates to the Appendix L inventory list.

4.3.2 Monitoring

During normal operations and emergencies, designated staff monitor communication channels and external hazard information. Monitoring includes radio traffic, weather alerts, and any relevant county or regional emergency notifications. Significant updates are escalated promptly to the IC.

4.3.3 Testing, Documentation, and Certification

Testing verifies that required systems work before and during camp sessions. Documentation supports accountability and continuous improvement.

Testing and documentation practices include:

- Pre-season tests of primary and backup communications systems and emergency alerting methods.
- Routine operational checks (radio checks, phone tests, charger checks) scheduled by leadership.
- Documentation of test date, tester, system tested, results, and corrective actions taken.
- Any required inspections or certifications for alarm/alerting systems are completed per manufacturer guidance and applicable requirements, with records retained.



Camp Horton

Emergency Action Plan (EAP)

Section 5.0 Conflicts & Deviations

5.0 Conflicts and Deviations

During an emergency, conditions may require decisions that are not explicitly described in the Emergency Action Plan (EAP). This section explains how conflicts between guidance documents are resolved and how deviations from the EAP are authorized, communicated, and documented.

Guiding principles

- Life safety is the top priority. Actions taken to protect campers and staff may require adapting procedures in real time.
- Follow the EAP whenever feasible; when a deviation is necessary, use the camp's incident management structure and communicate clearly.
- Use the most conservative (most protective) requirement when multiple procedures apply.
- Document deviations and the rationale as soon as conditions allow, then review for improvement.

Authority to approve deviations

Deviations from the EAP fall into two categories: emergency deviations (time-sensitive, life-safety decisions) and non-emergency deviations (planned changes to procedures, routing, staffing, or controls).

Emergency deviations

When time permits, the Incident Commander approves emergency deviations and issues instructions to staff. If immediate action is required and the Incident Commander is not immediately available, the following positions may direct actions within their role to address imminent threats, and must notify the Incident Commander as soon as possible:

- Safety Officer – scene safety, hazard controls, evacuation/shelter decisions based on immediate risk conditions.
- Medical Officer – urgent medical care direction, triage priorities, and medical transport decisions.
- Staff Coordinator – staff assignments, accountability support, and supervision coverage to implement the Incident Commander's objectives.

All emergency deviations are documented in the incident log or after-action review (AAR), including the time, decision-maker, decision rationale, and any follow-up actions required.

Non-emergency deviations

Non-emergency deviations (e.g., planned changes to procedures, routes, staging areas, or staffing patterns) require approval before implementation. At minimum, the Incident Commander approves



non-emergency deviations in consultation with the appropriate functional lead (Safety Officer and/or Medical Officer as applicable).

- Approved changes are recorded in the plan revision log or operational memo.
- All affected staff receive a briefing on the change before the next operational period or activity block.
- If a change alters camper-facing procedures, the camp updates camper/staff briefing scripts or orientation points accordingly.

Resolving conflicts between procedures and plans

If the EAP conflicts with other camp procedures (e.g., activity standard operating procedures, facility procedures, or vendor guidance), the following order applies unless law or regulation requires otherwise:

- Applicable laws, regulations, and licensing requirements
- The Emergency Action Plan (EAP) for emergency response and life safety actions
- Activity-specific procedures and operational guidelines
- Vendor or manufacturer guidance

The Incident Commander is responsible for issuing a clear directive when a conflict is identified. If needed, the Incident Commander may provide a brief written Incident Action Plan (IAP) or operational note for the duration of the incident.

Post-incident review and corrective actions

After any incident involving a deviation or conflicting guidance, camp leadership conducts an after-action review (AAR). The AAR identifies what worked well, gaps or confusion points, and corrective actions (including training updates, plan edits, and equipment or signage changes). Corrective actions are tracked to completion and documented with the plan maintenance records.



Camp Horton

Emergency Action Plan (EAP)

Section 6.0 Plan Distribution & Maintenance

6.0 Plan Distribution & Maintenance

The Emergency Action Plan (EAP) is a controlled document. Distribution ensures that staff have timely access to the current version, understand their responsibilities, and can implement emergency procedures without delay. Maintenance ensures the EAP stays accurate as camp operations, personnel, and risks change.

6.1 Distribution

The EAP is distributed to all staff and key partners who have emergency responsibilities. Distribution occurs before each operating season, during onboarding for new or returning staff, and whenever a major revision is issued.

Who receives the plan

- Incident Commander and designated alternates
- Safety Officer, Medical Officer, and Staff Coordinator (and alternates)
- All counselors, senior counselors, program/activity staff, and support staff
- Contractors/volunteers whose duties involve camper supervision or operational support (relevant portions at minimum)
- Administrative staff responsible for parent/guardian communications
- As appropriate: key partners (e.g., activity vendors) and local emergency responders provided an overview/specified annexes

When it is distributed

- Pre-season (annually): prior to staff training and before campers arrive
- New staff onboarding: before assuming supervisory or operational duties
- Start of each session/rotation: brief refresher and confirmation of access to current procedures
- After revisions: as soon as practicable, with a change summary provided to staff

Required acknowledgements

Receipt and understanding of the EAP is documented through staff acknowledgements and training records. At minimum, staff sign an acknowledgement (paper or electronic) confirming they received the current EAP, understand their role, and know how to access emergency procedures. Acknowledgements are retained with training documentation.

Distribution schedule

Group	Timeframe	Outcome
Camp leadership (IC and alternates; Safety, Medical, Staff Coordinator)	Pre-season; upon major revision	Full EAP provided; role assignments confirmed; acknowledgement captured.
All staff (counselors, activity staff, support staff)	Pre-season training; onboarding; session refreshers	Access to current EAP confirmed; key procedures reviewed; acknowledgement and training roster retained.
Volunteers and contractors (as applicable)	Before first shift / onsite work	Relevant sections briefed; emergency reporting and accountability expectations confirmed.
Parents/guardians of campers participating in a camp session and parents/guardians of prospective campers registered for a future camp session	Prior to arrival, during registration, or upon confirmation of registration	Full current Emergency Action Plan provided in digital format or made directly available through the registration portal; parent/guardian access documented through registration, acknowledgement, or communication records.
Key partners (e.g., vendors involved in higher-risk activities)	Prior to activity operations; after relevant updates	Provided applicable emergency procedures and contact points; confirms coordination expectations.
Local emergency responders / AHJ (as appropriate)	Annually or upon significant changes	Provided site access information and key contacts; coordination channels confirmed.
County Emergency Management Coordinator / Local Emergency Management	Annually and/or upon significant revisions	Provided the current EAP, updated versions when significant revisions are made, site access information, and key contacts; coordination channels confirmed.

Camp Horton provides the full current Emergency Action Plan to parents or guardians of campers participating in a current camp session and to parents or guardians of prospective campers registered for a future camp session. The EAP may be provided through the registration portal, email, check-in materials, or another documented digital distribution method.

Local emergency management will be notified and provided the updated Emergency Action Plan whenever the plan is significantly revised, including revisions affecting evacuation routes, muster zones, emergency contacts, communication systems, floodplain status, transportation procedures, reunification procedures, or emergency response coordination.

6.2 Maintenance

The Incident Commander (or designee) is responsible for ensuring the EAP is reviewed, updated, and re-distributed as needed. The camp maintains version control so staff can quickly confirm they are using the current document.

Review frequency

- At least annually, prior to the operating season



- After significant incidents, near-misses, or emergency responses
- After drills or exercises that identify gaps or needed clarifications

Triggers for updates

Updates are made when changes affect emergency readiness, including (but not limited to):

- Incident findings, after-action reviews (AARs), or near-miss trends
- Changes in key personnel (IC, Safety Officer, Medical Officer, Staff Coordinator) or staffing structure
- Facility/site changes (buildings, access points, routes, assembly areas, shelter locations)
- Program changes (new activities, off-site trips, transportation changes, ranch/waterfront operations)
- Equipment or communications changes that affect required capabilities (details maintained in Appendix L)
- Regulatory, licensing, or insurance requirement changes

Revision documentation and recordkeeping

- A master EAP file is maintained in a controlled digital location with restricted editing permissions.
- Printed controlled copies (if used) are replaced when revisions are issued; obsolete copies are removed from circulation.
- A revision log is maintained with version number, effective date, summary of changes, and approval signature/date.
- Training records and acknowledgement forms are maintained with the revision log to demonstrate distribution of the updated plan.



Camp Horton

Emergency Action Plan (EAP)

References, Glossary, and Appendices

7.0 References

7.1 Regulatory References

- Heaven's 27 Camp Safety Act, Texas S.B. No. 1 (2025)
- Youth Camp Alert, Mitigation, Preparedness, and Emergency Response (Youth CAMPER) Act, H.B. No. 1 (2025)
- Texas Health and Safety Code § 141.0091
- Texas Government Code § 418.1015
- Texas Health and Safety Code Chapter 141 (Texas Youth Camp Safety and Health Act)
- Texas Health and Safety Code § 141.0092 (Redundant Internet Connections Required)
- 25 Texas Administrative Code (TAC) Chapter 265, Subchapter B (Youth Camps), including §265.31 (Emergency Preparedness and Response)
- Safety Navigator: <https://www.thesafetynavigator.org/>

8.0 Glossary

Terms and Definitions

The following terms are used throughout this Emergency Action Plan and its appendices for consistency, clarity, and operational use during emergencies.

Term	Definition
Accountability (Personnel Accountability)	Confirming and documenting the location/status of all campers, staff, and visitors during or after an incident.
Activity Staff	Camp personnel (employees, volunteers, chaperones, etc.) assigned to supervise, instruct, or support campers during scheduled activities.
All Clear	Formal notification (by the IC or authorities) that the threat has ended and normal operations may resume.
Assembly Area	Pre-designated location(s) where groups gather after evacuation for accountability and instructions.
Cabin Staff	Camp personnel (employees, volunteers, chaperones, etc.) assigned to live with or directly supervise campers in cabins or housing areas.

Term	Definition
Controlled Movement	Directed movement of campers/staff to safer locations while maintaining supervision and accountability (distinct from full lockdown or full evacuation).
Emergency	An event requiring immediate action to protect life, health, or property.
Evacuation	Organized relocation from an unsafe area to a designated safe location using planned routes.
Lockdown	Protective action involving securing occupants in place, limiting visibility/movement, and restricting access.
Medical Emergency	Condition requiring immediate medical assessment and possible EMS activation.
Outbreak (Communicable Disease)	Increased cases of illness above expected levels within a group/camp setting.
Epidemic	Widespread occurrence of a disease affecting large populations or regions; used as an escalation context for camp operations.
Reunification	Controlled process for releasing campers to authorized parents/guardians following an incident.
Shelter-in-Place	Protective action to remain indoors or secured in a designated safe area due to external hazards.
Spokesperson (Designated)	The only individual authorized to speak to media or external audiences on behalf of the camp.
Muster Point / Muster Zone	A designated location where campers, staff, and visitors gather during or after evacuation for supervision, accountability, and further instructions.
Emergency Management Coordinator (EMC)	The local official or office responsible for coordinating emergency management resources, planning, communication, and support during significant incidents.
Local Emergency Management	The county or local emergency management authority responsible for coordinating community emergency response resources and support.
Access and Functional Needs	Needs that may affect a person's ability to receive warnings, evacuate, shelter, communicate, maintain medical care, or remain safe during an emergency.
Family Liaison	A staff member designated by the Incident Commander to communicate approved information to parents or guardians during an emergency.
Authority Having Jurisdiction (AHJ)	The agency or official with legal or regulatory authority over a specific safety, licensing, fire, health, or emergency management matter.

Term	Definition
Floodplain	A land area that is subject to flooding, as identified by FEMA or another applicable local, state, or federal authority.
Floodway	The channel of a river or stream and adjacent land areas reserved to carry floodwaters, where development or structures may be restricted.
Off-Site Evacuation Location	A location away from camp property used to temporarily relocate campers, staff, and visitors when remaining on camp property is unsafe.
Reunification Site	A designated location or process where campers are released to authorized parents/guardians or placed into verified travel arrangements after an emergency.

Acronyms and Abbreviations

The acronyms below are included to improve readability and consistent use of emergency terminology across the plan.

Acronym	Full Text
AED	Automated External Defibrillator
DSHS	Texas Department of State Health Services
EAP	Emergency Action Plan
EMS	Emergency Medical Services
EPC	Emergency Preparedness Coordinator
ERT	Emergency Response Team
HB1	House Bill 1 (Texas)
IC	Incident Commander
ICS	Incident Command System
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NWS	National Weather Service
PA	Public Address (System)
PPE	Personal Protective Equipment
SB1	Senate Bill 1 (Texas)
TDEM	Texas Division of Emergency Management

Acronym	Full Text
THSC (or HSC)	Texas Health and Safety Code
EM	Emergency Management
EMC	Emergency Management Coordinator
AHJ	Authority Having Jurisdiction
TAC	Texas Administrative Code
HSC	Texas Health and Safety Code



9.0 Appendices

Appendix A Camp Information

A.1 Camp Information

This Emergency Action Plan (EAP) is specific to and intended for use only at the camp identified in the table below. The procedures, roles, and site-specific information contained in this EAP apply exclusively to that camp's location, operations, staffing, and facilities and are not intended to be used for any other camp or site without formal review and adaptation.

Field	Information
Camp Name	Camp Horton
License Number	13722
Phone	817-390-8200
Address	6311 Horton Rd, Fort Stockton, TX 79735
Driving Directions	6311 Horton Rd, Fort Stockton, TX 79735
Access / Entry Details	Gate Code 0528#

A.2 FEMA Floodplain Mapping Status

Camp Horton is located in an area where FEMA digital flood insurance rate mapping has not been conducted or does not provide mapped floodplain/floodway data for the campground location. Because FEMA digital floodplain/floodway mapping is not available for the campground location, the Floodplain Location requirement is identified as **N/A** for this site.

Documentation confirming the FEMA search/map status for the campground location, including the embedded FEMA Map Service Center/NFHL search result shown in this appendix, is maintained with this plan and submitted with this Emergency Action Plan. Camp Horton will re-evaluate this section if FEMA mapping becomes available or if any local, state, or federal authority identifies any portion of the campground or cabins as being within a floodplain or floodway.

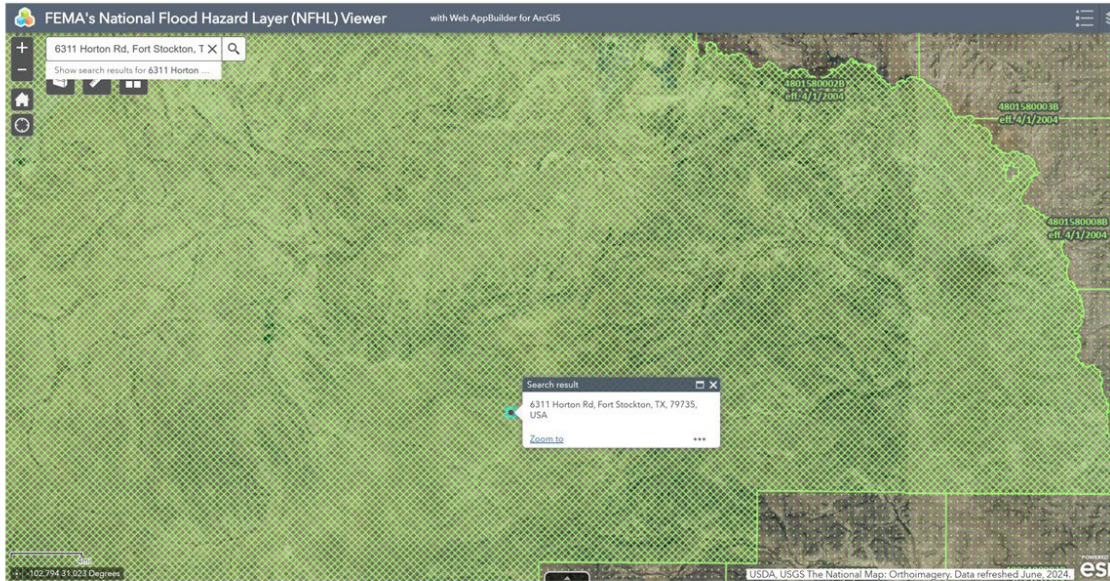
Parent/guardian notification of floodplain status: If any portion of the campground or any cabin is identified as being within a floodplain or floodway, the Camp Director will notify parents/guardians before the applicable camp session begins or as soon as the status is known. Notice may be provided through the registration portal, email, pre-arrival packet, or check-in materials and will include the floodplain status, applicable safety procedures, and relevant emergency evacuation information.

Acknowledgement records: Parent/guardian acknowledgements related to floodplain notification, when required, will be collected through registration, digital acknowledgement, or check-in forms and maintained by camp administration under the responsibility of the Camp Director or designee.

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FEMA Map Service Center / NFHL search result for Camp Horton location: No official mapping has been done in this area of Pecos County Texas as illustrated by the green hatch pattern





Appendix B Contacts

This section provides a quick-reference list of internal and external emergency contacts to support timely notification, coordination, and response during an emergency. Internal contacts identify designated camp personnel responsible for activating and managing the Emergency Action Plan. External contacts include local emergency response agencies and other critical partners (for example, law enforcement, fire services, and EMS) that may be needed for assistance. This information should be kept current and readily accessible to staff at all times.

B.1 Internal Contacts - Emergency Response Team Roster

This appendix identifies camp staff members designated to serve in key Emergency Response Team roles. These assignments establish clear leadership, decision-making authority, and responsibility for coordinating emergency actions under this Emergency Action Plan (EAP). The table below will be maintained as current and updated whenever staffing or role assignments change.

ERT Position	Name	Job Title	Contact Number
Incident Commander	Sean White	Camp Director	682-424-0890
Medical Officer	To Be Determined	Nurse	432-395-2332
Safety Officer	Chad Langham	Ranch Manager	940-399-9461
Staff Coordinator	Sydney Greaves	Program Leadership / Head Counselor	TBD
Emergency Preparedness Coordinator (EPC)	Sean White	Camp Director	682-424-0890

B.2 External Contacts

Agency / Group	Location	Office	Alternate Phone
County Sheriff	1774 N Highway 285, Fort Stockton, TX 79735	(432) 336-3521	911
Fire Department	1401 N Oklahoma St, Fort Stockton, TX 79735	(432) 336-8971	911
Hospital	600 TX-349, Iraan, TX 79744, USA	(432) 639-2575	911

Appendix C Building Evacuation and Assembly Areas

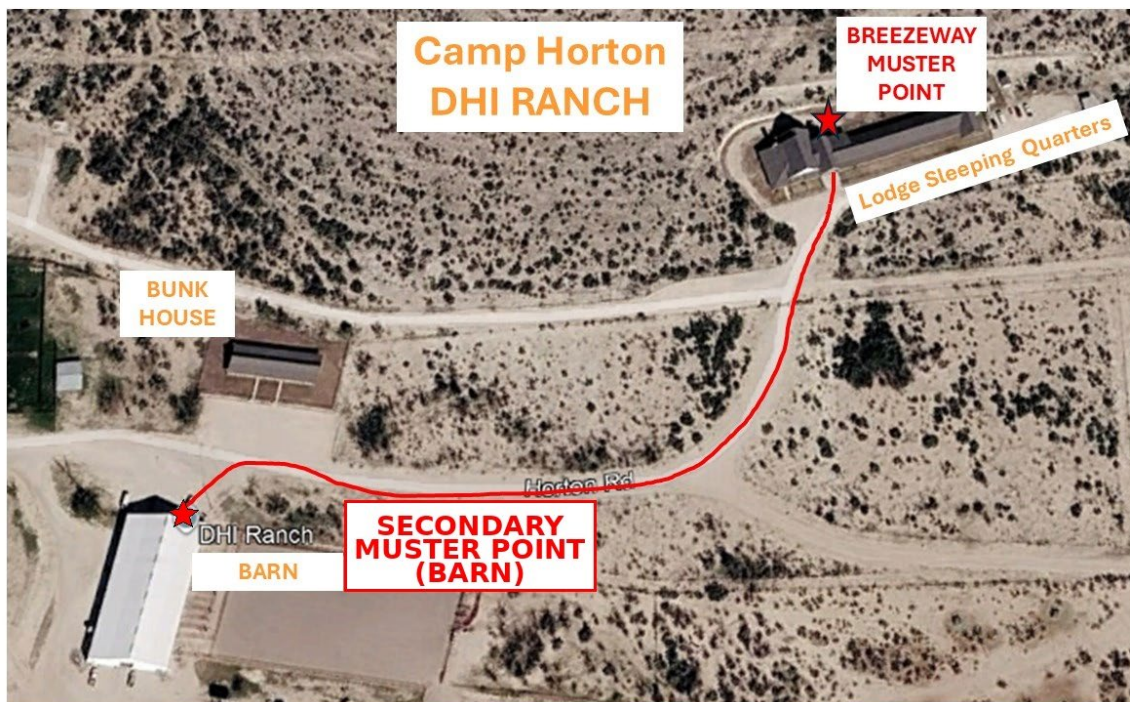
This appendix provides the official site maps and drawings that identify primary and alternate evacuation routes and the designated assembly areas for the camp. These maps specify cabin, program area, and common facility locations where campers and staff will evacuate and where they will assemble for accountability and further instructions during an emergency event requiring evacuation.

C.1 Evacuation Route Maps and Assembly Area Assignments

For each cabin and activity area, the maps in this appendix clearly identify:

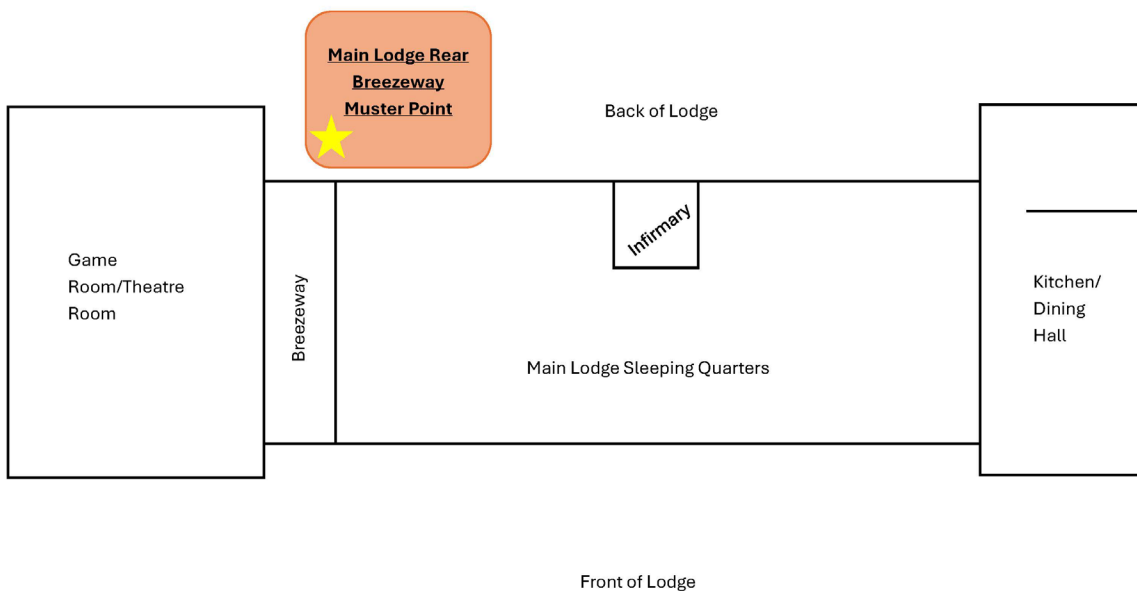
- The assigned primary assembly area and alternate assembly area.
- The primary evacuation route and alternate route(s) to reach the assembly area/muster point.
- Key reference points (for example, roads, gates, water features, and landmarks) to support rapid orientation and responder access.

The locations of the primary and secondary muster points are clearly identified on the maps in Appendix C. Staff are trained to direct campers and visitors to the assigned muster zone using the designated evacuation routes identified in the posted evacuation maps.



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C.2 Posted Evacuation Routes in Cabins

In accordance with applicable SB1/HB1 implementing rules, the Camp Horton evacuation route map(s) (applicable to each area) are posted inside that cabin in a location that is clearly visible to campers and



staff (for example, near the main exit and/or common gathering area). Posted maps are maintained in legible condition and updated promptly whenever routes, assembly areas, or facility layouts change.

C.3 Illumination of Evacuation Routes

The camp's evacuation routes are adequately illuminated to support safe movement during low-light conditions. Illumination includes fixed lighting, emergency lighting, and/or other approved lighting methods sufficient to clearly identify exits and travel paths. Lighting systems are inspected and maintained to ensure readiness, and alternate lighting (for example, flashlights or portable lighting) is available for use during power outages or when needed.

C.4 Evacuation Procedures

When evacuation is directed, staff will:

- Initiate evacuation using the posted routes for the cabin or area.
- Lead campers along the primary route unless conditions require use of an alternate route.
- Maintain supervision and keep groups together.
- Conduct headcounts at the designated assembly area and report personnel accountability status to the Safety Officer.
- Remain at the assembly area until further instructions or an 'all clear' is issued.

Communication and Transportation: The IC will coordinate with local emergency management as needed during significant incidents. Coordination may include resource requests, situational updates, and support for extended emergency operations. If camp transportation resources are inadequate or unavailable, the IC will request transportation support through local emergency management and/or emergency services.

Disability Support – If any Camp Horton participant requires assistance in an evacuation due to a disability or functional need, Camp Horton staff will ensure that appropriate support is provided, including assigning personnel to assist with mobility, communication, or medical needs. Staff will utilize accessible evacuation routes and equipment, maintain supervision throughout the process, and ensure the participant reaches the designated assembly area safely. If additional resources or specialized transportation are required, staff will coordinate with the Incident Commander and local emergency services to secure timely assistance.

C.5 Training, Drills, and Updates

Evacuation routes and assembly area assignments will be incorporated into staff training and camper safety orientation/drills. This appendix will be reviewed and updated whenever camp facilities, access points, or program areas change, and at least annually as part of the EAP review process.

C.6 Full Campground Evacuation, Off-Site Evacuation, and Reunification

When a full evacuation of the campground is required, the Incident Commander will activate the Emergency Action Plan and direct staff to move campers, staff, and visitors to designated muster zones,



higher-ground locations, or off-site evacuation locations based on the nature of the emergency and the safest available routes.

- Incident Commander: Directs the evacuation, determines whether off-site relocation or early dismissal is required, coordinates with 9-1-1 and local emergency management, and approves parent/guardian communications.
- Staff Coordinator: Assigns staff to camper groups, manages group movement, confirms staff coverage, and collects accountability reports.
- Safety Officer: Evaluates evacuation routes, identifies hazards, controls access to unsafe areas, and advises the Incident Commander regarding route safety.
- Medical Officer: Supports individuals with medical needs, ensures first-aid supplies accompany evacuation groups, and coordinates with EMS if medical transport is required.
- Cabin and Activity Staff: Lead assigned campers using posted routes, maintain buddy-system accountability, conduct headcounts before movement and upon arrival, and report missing, injured, or unaccounted-for persons immediately.

If camp transportation resources are insufficient, unavailable, or unsafe to use, the Incident Commander will request transportation assistance through local emergency management, 9-1-1, or responding emergency agencies.

Off-site evacuation locations and routes will be selected based on safety, accessibility, higher-ground conditions, route availability, and guidance from responding authorities or local emergency management. Off-site evacuation maps and routes are maintained with the plan and used when relocation away from camp property is required.

Parents/guardians will be notified when evacuation, relocation, extended sheltering, or early dismissal is required. Notifications will include the nature of the emergency, camper status when known, the relocation/reunification process, what parents/guardians should do, and instructions not to come to camp unless directed.

Reunification will occur only after campers are accounted for and the Incident Commander determines that release or travel is safe. Because Camp Horton operates as a fly-in/fly-out camp, reunification may include coordinated transportation to Midland Airport, supervised boarding assistance, and individualized travel instructions for each camper. Campers will be released only to authorized parents/guardians or according to verified travel/reunification arrangements.

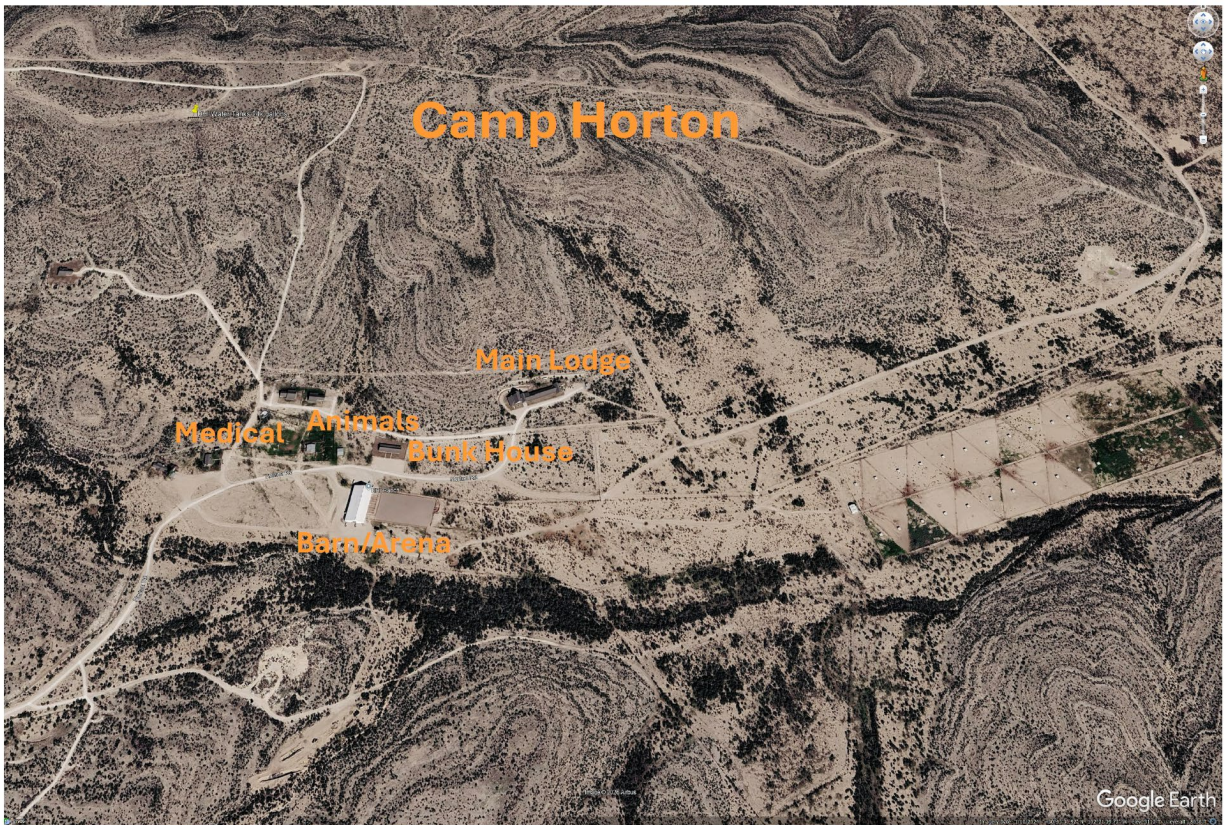
Staff will be assigned to assist individuals with disabilities or access and functional needs. Staff will use accessible routes when available, ensure campers can evacuate with assistive devices, provide mobility or communication assistance, and coordinate specialized transportation through emergency management or emergency services if needed.

C.7 Emergency Egress and Cabin Ladder Applicability

Camp Horton sleeping cabins and occupied lodging structures are single-story structures and do not require emergency ladders for normal evacuation. FEMA floodplain documentation submitted with this

plan will be used to confirm whether any cabin is located within a mapped floodplain or floodway. If any cabin is later identified as being located within a floodplain, or if multi-level lodging structures are added, Camp Horton will identify the location, type, and specifications of required emergency ladders or alternate emergency egress systems; train staff in ladder use and assisting individuals; and maintain a backup evacuation plan for individuals who are unable to use ladders due to age, disability, injury, or other access and functional needs.

Facilities Map



For muster zone identification, the Main Lodge Rear Breezeway is the Primary Muster Point and the Barn/Barn Arena is the Secondary Muster Point. The detailed route maps immediately above label both muster points.

Appendix D Lost Camper/Staff Member Procedure

This procedure will be activated immediately if a camper or staff member:

- Is unaccounted for during a scheduled headcount or transition.
- Is observed wandering alone outside a designated activity area.
- Fails to return from an activity or scheduled movement within the expected timeframe.

D.1 Immediate Notification

Staff with Assigned Group (Cabin or Activity Staff)

Upon identifying a missing camper or staff member, staff will immediately notify the Emergency Preparedness Coordinator (EPC) and provide, at a minimum:

- Camper/staff member name and age, if known or applicable.
- Physical description (clothing, distinguishing features).
- Last known location and activity.
- Time the individual was last seen.

Emergency Preparedness Coordinator (EPC)

Upon notification, the EPC will activate the Emergency Response Team (ERT) and request additional support, as needed.

D.2 Initial Search

Nearby Staff / Assigned Search Team

- Conduct a rapid, safe search of the immediate area where the camper or staff member was last seen.
- Maintain constant communications with the Incident Commander (IC).
- Do not separate from assigned groups or search alone unless directed and trained to do so.

Cabin / Activity Staff

- Maintain supervision, safety, and accountability of remaining campers in a secure location.
- Conduct a headcount and report status to the IC.

D.3 Expanded Search

Incident Commander

If the individual is not located during the initial search, the IC will:

- Deploy additional staff to conduct a systematic search using designated search zones identified on the camp map.
- Assign search team leaders and establish check-in intervals.
- Notify local emergency services (9-1-1) if the individual is not located within a short period of time, or if environmental, medical, or safety risks are present.
- The Incident Commander will notify the County Emergency Management Coordinator if the search extends beyond initial response or requires additional coordination.
- Coordinate all search and response activities.

Safety Officer

- Maintain clear and continuous communication between the IC, search teams, and camp leadership.
- Track search progress and relay updates as directed.

D.4 Personnel Accountability

Incident Commander

- Ensure search areas are clearly assigned, documented, and tracked to prevent duplication or gaps.
- Confirm regular check-ins from all search teams.

Safety Officer

- Verify that all other campers, staff, and visitors are accounted for.
- Immediately report discrepancies to the IC.

D.5 Medical Preparedness

Medical Officer

- Remain on standby at the designated base or assembly area.
- Prepare to assess and treat the camper or staff member upon recovery, including care for dehydration, hypothermia, injuries, or trauma.
- Provide medical support to staff involved in the search, if needed.

D.6 Parent / Guardian Notification

Incident Commander or Designee

- Notify parents or legal guardians in accordance with camp policy, particularly if the search extends beyond the initial phase or if local authorities are engaged.
- Provide factual, verified updates as information becomes available.

D.7 Recovery and Post-Incident Actions

Incident Commander

Once the camper or staff member is located, the IC will:

- Coordinate safe return or reunification with the group and ensure medical evaluation, as appropriate.
- Notify local authorities and parents/guardians of the resolution, as appropriate.
- Conduct staff debrief to review the incident, timeline, and response effectiveness.
- Document the incident in accordance with camp and regulatory requirements.
- Implement corrective actions or updates to procedures, as needed.

All Staff

- Provide reassurance and emotional support to campers.
- Resume normal operations only after authorization from the IC.

Appendix E Fire Emergency Procedure

This procedure will be activated immediately when smoke is detected, a fire is observed, or a fire alarm is activated.

E.1 Alert and Activate

Staff Who Discover the Fire

- Immediately shout 'Fire!' to alert nearby staff and campers.
- Activate the nearest fire alarm, if available.
- Notify the Incident Commander (IC) immediately using radio or phone, providing the location and nature of the fire.

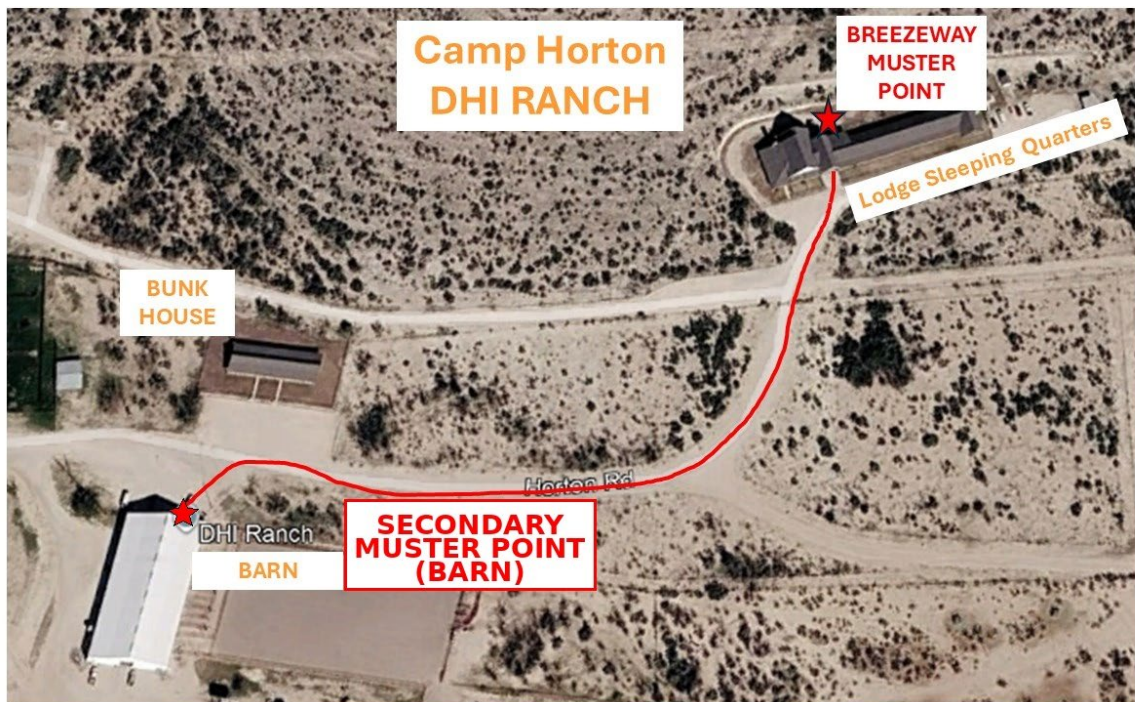
E.2 Evacuate Campers

Cabin and Activity Staff

- Immediately evacuate campers using pre-designated evacuation routes to assigned muster areas.
- Do not stop to retrieve personal belongings.
- Close doors behind you if time and conditions permit.

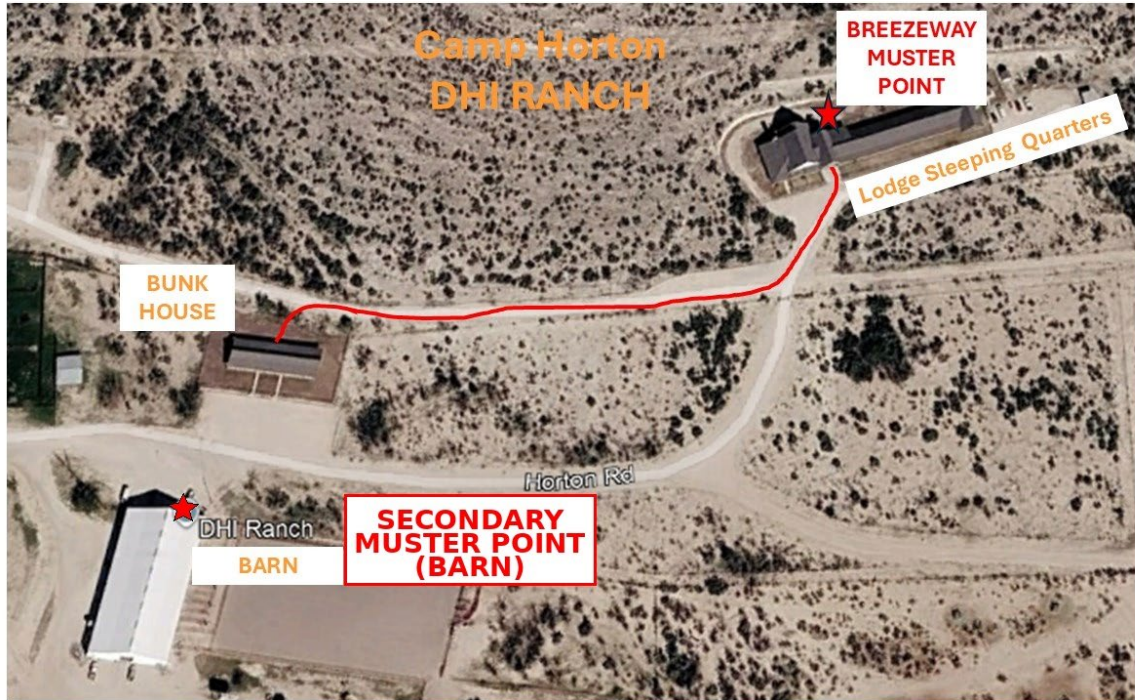
Instruct campers to:

- Walk quickly and calmly.
- Stay together and follow staff directions.
- Remain with their assigned group at all times.



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Note: Only buildings or areas affected by the fire alarm, or those directed by camp leadership or emergency responders, should be evacuated. Campers and staff in unaffected buildings should remain in place and continue normal supervision unless otherwise instructed.

E.3 Personnel Accountability

Cabin and Activity Staff

- Conduct a headcount at the assembly area using attendance rosters or headcount sheets.
- Immediately report the status of all campers and staff to the Safety Officer.

Status categories include:

- Accounted for.
- Missing.
- Injured.

Safety Officer

- Verify accountability reports from Cabin and Activity Staff.
- Report consolidated accountability status to the Incident Commander.

E.4 Emergency Services Notification

Incident Commander

The IC will call 9-1-1 without delay and provide, at a minimum:

- Camp name and physical address.
- Exact location of the fire.

- Number of people on site.
- Known injuries or individuals unaccounted for.
- Access instructions for responding agencies.

The IC will coordinate with emergency responders upon arrival.

The IC will coordinate by phone with local emergency management as needed during significant incidents. Coordination may include resource requests, situational updates, and support for extended emergency operations.

E.5 Fire Suppression (Only if Safe)

Trained Staff Only

Use a fire extinguisher only if:

- The fire is small and contained.
- The staff member has been trained.
- A clear exit path is available.

No staff or campers shall enter burning structures or take unnecessary risks.

E.6 Medical Support

Medical Officer

- Identify any injured campers or staff.
- Coordinate treatment according to medical protocols.
- Request Emergency Medical Services, as appropriate.

E.7 Communication

Incident Commander

- Maintain communication with camp leadership, the Emergency Response Team, and emergency responders.
- Following evacuation, completion of personnel accountability, and stabilization of the fire emergency, notify parents/guardians using the camp's family communication protocol. Initial notifications will be made by phone, text, and/or email using verified contact information, with updates at least every 30 minutes or sooner when significant verified information changes until the emergency is resolved or an all-clear is issued.

All Staff

- Provide status updates to the IC as conditions change.

Appendix F Severe Injury, Illness, Accident, or Death Procedure

This procedure will be activated immediately when any of the following occur:

- A camper, staff member, or visitor sustains a severe injury or is suspected of severe injury (for example, head, neck, or back injury; major bleeding; severe burns; fracture with deformity; or loss of consciousness).
- A severe illness is suspected (for example, difficulty breathing, seizure, severe allergic reaction, heat stroke, chest pain, or severe dehydration).
- A serious accident occurs that may threaten life or require Emergency Medical Services (EMS) transport.
- A death is suspected or confirmed.

F.1 Scene Safety and Initial Notification

First Staff on Scene

First staff on scene will:

- Ensure the scene is safe before approaching (remove bystanders and eliminate hazards, if possible).
- Immediately notify the Incident Commander by radio or phone and provide the location, nature of incident, number of people involved, and whether EMS is likely needed.

Cabin / Activity Staff

- Move uninvolved campers away from the scene and maintain calm supervision.

Medical Response and Patient Care

Medical Officer

- Respond immediately and assume medical care of the patient.
- Perform a primary assessment and provide care within scope of training.
- Direct staff to retrieve AED/first-aid equipment and assist, as needed.
- For life-threatening conditions, initiate appropriate interventions (for example, CPR/AED, bleeding control, epinephrine per protocol, seizure precautions, or cooling/warming measures).

F.2 Emergency Medical Services (EMS) Activation

Incident Commander (IC)

Call 9-1-1 immediately for any life-threatening condition, suspected serious injury, altered mental status, difficulty breathing, seizure, anaphylaxis, severe bleeding, suspected spine injury, or suspected death.

Provide, at a minimum:

- Camp name and address / exact location.
- Patient age and condition.
- Care being provided.
- Access instructions and best entry point.
- Callback number.

Runner / Access Control Staff (Assigned by the IC)

- Meet EMS at the designated entry point and escort responders to the scene.

F.3 Supervision Continuity and Area Control

Incident Commander

- Assign staff coverage to maintain required supervision ratios and continuity of operations.

Cabin / Activity Staff

- Maintain supervision and personnel accountability of all campers not involved in the incident.
- Relocate groups as needed to preserve privacy and reduce stress.
- Prevent photography, video recording, and unnecessary gathering.

F.4 Communication

Incident Commander

- Notify camp leadership promptly.
- The IC will coordinate by phone with local emergency management as needed during significant incidents. Coordination may include resource requests, situational updates, and support for extended emergency operations.
- Notify the parent/guardian of the affected camper as soon as practicable with factual, verified information and instructions (for example, where to go, pickup, or medical facility details if transport occurs).

If death is suspected or confirmed:

- Do not notify families until coordinated with law enforcement/EMS, as applicable.
- Designate a single spokesperson for all communications.

All Staff

- Refer all media or external inquiries to the designated spokesperson.

F.5 Reporting and Documentation

Incident Commander

- Document the incident timeline, staff actions, communications, witnesses, and any operational impacts.
- Ensure required reports are completed per camp policy and applicable regulatory requirements.

Medical Officer

- Document patient assessment, care provided, time of key actions, and disposition (returned to activity, sent to clinic, transported by EMS, etc.).

F.6 Post-Incident Actions

Incident Commander

- Conduct a staff debrief to identify lessons learned and corrective actions.

- Coordinate additional support services, if needed (crisis support, staffing adjustments, or activity changes).

All Staff

- Monitor campers and staff for emotional distress and refer to leadership or designated support resources.

Appendix G Aquatic Emergency Procedure

This procedure will be activated immediately when any of the following occur:

- A camper or staff member is observed in distress in a swimming pool or aquatic area.
- A lifeguard or staff member observes unusual behavior, panic, submersion, or a person floating face down.
- An emergency whistle, alarm, or signal is activated during aquatic activities.

Watercraft applicability: Camp Horton does not operate motorized or non-motorized watercraft as part of its camp program. Therefore, capsized watercraft procedures are not applicable to current camp operations. If watercraft activities are introduced in the future, this Emergency Action Plan will be revised before those activities begin to include capsized watercraft response, water rescue procedures, required equipment, staff training, and emergency coordination procedures.

G.1 Alert and Initiate Rescue

Lifeguard / Trained Aquatic Staff

- Immediately initiate a rescue in accordance with training and certification.
- Enter the water only if trained and equipped with appropriate rescue equipment.
- If direct entry is unsafe, deploy rescue aids (for example, rescue tube, lifebuoy, life jacket, reaching pole, or boat).
- Use whistle or verbal commands to alert nearby staff of the emergency.

Nearby Staff / Cabin or Activity Staff

- Immediately clear all other campers from the water.
- Prevent unauthorized entry into the aquatic area.
- Assist lifeguards as directed while maintaining personal safety.

G.2 Establish Command and Request Emergency Assistance

Incident Commander (IC)

The IC will:

- Immediately assume command of the incident.
- Direct staff assignments and ensure scene safety.
- Call 9-1-1 immediately for life-threatening incidents and provide camp name, address, exact location, nature of the aquatic emergency, number of individuals involved, condition of the victim(s), and access instructions for emergency responders.

- The IC will coordinate by phone with local emergency management as needed during significant incidents. Coordination may include resource requests, situational updates, and support for extended emergency operations.
- Ensure rescue and medical equipment is available.

G.3 Evacuation and Safety of Others

Cabin / Activity Staff

- Escort all non-involved campers to the pre-designated safe area.
- Maintain calm, order, and supervision.
- Conduct a headcount and report accountability to the Incident Commander (IC).

G.4 Medical Support

Medical Officer

- Immediately assess the rescued individual(s).
- Initiate CPR or rescue breathing if indicated.
- Provide care for additional injuries, including hypothermia, shock, or trauma.
- Maintain medical care until Emergency Medical Services arrive.

G.5 Personnel Accountability

Safety Officer

- Verify that all campers, staff, and visitors are accounted for.
- Report accountability to the Incident Commander.

G.6 Communication

Incident Commander

- Maintain continuous radio or phone communications with staff involved in the response.
- Provide status updates regarding the victim(s) and overall safety conditions.
- Coordinate parent or guardian notifications once the situation is stabilized and accurate information is available.

G.7 Post-Incident Procedures

Incident Commander

- Ensure the area is secured and aquatic activities are suspended until cleared.
- Document the incident in detail, including timeline, actions taken, and outcomes.
- Conduct a staff debrief to evaluate response effectiveness and identify corrective actions.
- Coordinate emotional support for campers and staff, as needed.

All Staff

- Monitor campers for signs of emotional distress and provide support.
- Assist with restoring or securing equipment, signage, and safety barriers.

Appendix H Epidemic Response Procedure

This procedure will be activated when any of the following occur:

- Multiple campers or staff exhibit similar symptoms (for example, fever, vomiting, diarrhea, rash, cough, sore throat, or flu-like symptoms).
- A contagious illness is suspected or confirmed by medical staff or a healthcare provider.
- Notification is received from a parent, guardian, or public health authority regarding potential exposure prior to or during camp.

H.1 Identify and Isolate

Medical Officer

- Immediately assess symptomatic individual(s).
- Move affected campers or staff to the designated isolation area, separate from the general population.
- Use appropriate personal protective equipment (PPE), including gloves and masks, as indicated.
- Initiate a symptom monitoring log documenting time of onset, symptoms observed, and severity.

Camp / Activity Staff

- Escort campers calmly to the medical or isolation area when directed.
- Reassure remaining campers and maintain normal supervision.
- Discourage speculation, panic, or the spread of rumors.

H.2 Communication

Medical Officer

The Medical Officer will notify the Incident Commander of suspected or confirmed communicable illness and provide:

- Number of affected individuals.
- Symptoms observed.
- Approximate onsite times.
- Medical treatment and/or EMS needs, as applicable.

Incident Commander

- Activate the communicable disease protocol.
- Assess whether the illness appears isolated or may represent a broader outbreak.
- Arrange communications with parents or guardians.

H.3 Contain and Prevent Spread

Cabin / Activity Staff

- Separate affected cabins or groups from others as directed.
- Reinforce hygiene practices, including frequent handwashing and no sharing of personal items.

Support / Maintenance Staff

- Disinfect cabins, restrooms, dining areas, and activity spaces used by affected individuals.
- Increase cleaning and sanitization frequency across the camp as directed.

Incident Commander

- Modify or suspend activities as necessary to reduce contact.
- Adjust schedules or groupings to limit cross-group interactions.

H.4 Personnel Accountability

Cabin / Activity Staff

- Confirm accountability of all campers and staff.
- Identify individuals who may have been exposed and report findings to the Incident Commander.

Medical Officer

- Continue monitoring exposed individuals for symptoms.
- Escalate care or isolation measures if symptoms worsen.

H.5 External Notification and Guidance

Incident Commander

- Contact local or state health authorities when required or recommended.
- Follow public health guidance regarding testing, quarantine, isolation, dismissal, or closure.
- Notify parents or guardians of affected campers with factual information.
- Provide instructions regarding monitoring, medical evaluation, pickup, or return-to-camp criteria, as applicable.
- The IC will coordinate by phone with local emergency management as needed during significant incidents. Coordination may include resource requests, situational updates, and support for extended emergency operations.

H.6 Staffing and Operational Adjustments

Incident Commander

- Reassign staff as needed if personnel are ill or quarantined.
- Ensure staff-to-camper supervision ratios remain compliant.
- Prepare contingency plans for reduced group sizes, modified programming, or early dismissal if directed by health authorities.

H.7 Post-Outbreak Procedures

Incident Commander

- Document the incident, including timelines, actions taken, and communications.
- Conduct a review of the response to identify improvements or required updates to procedures.

Medical Officer

- Confirm return-to-camp criteria for affected individuals in accordance with medical and public health guidance.

All Staff

- Reinforce illness-prevention practices and hygiene education with campers.
- Provide reassurance and support as normal routines resume.

Appendix I Unauthorized or Unknown Person Procedure

This procedure will be activated immediately upon any of the following:

- An unknown or unauthorized individual is observed on camp property.
- An individual exhibits suspicious behavior, refuses to identify themselves, or violates established access or check-in procedures.
- Threatening behavior, verbal threats, or a suspected or visible weapon is observed.
- A report is received from a camper, staff member, or visitor regarding a potential security concern.

I.1 Observe, Report, Do Not Confront

All Staff

All staff will:

- Not physically confront the individual unless trained and directed to do so or unless there is no reasonable alternative to protect life.
- Immediately report observations to the Incident Commander, including location, physical description, behavior observed, and direction of travel.

Identification and access control process: All camp staff and volunteers are identifiable by camp-issued attire, role designation, badge, or other visible camp identification. Visitors, contractors, vendors, and other non-staff individuals must check in at the designated camp office/check-in location, receive a visible visitor badge or authorization, and remain escorted by camp staff unless otherwise approved by the Incident Commander or Camp Director. Any individual without visible identification, authorization, or staff escort will be treated as unknown or unauthorized until verified.

Cabin and Activity Staff

- Discreetly and calmly move campers away from the area of concern.
- Maintain accountability of all campers and staff.
- Maintain continuous supervision and keep campers calm.

I.2 Activate Emergency Response

Staff Observing the Intruder

- Provide real-time updates to the IC using radio or phone.

Incident Commander (IC)

- Immediately assess the level of threat.
- Call 9-1-1 without delay if a credible threat exists or a weapon is suspected.
- Activate the security threat protocol.

I.3 Lockdown, Controlled Movement, or Shelter-in-Place

Incident Commander (IC)

- Determine and announce the appropriate protective action (lockdown, controlled movement, or shelter-in-place).

Camp / Activity Staff

Secure campers in the safest available location by:

- Locking or barricading doors when possible.
- Turning off lights.
- Moving campers out of sight of doors and windows.
- Maintaining silence if instructed.
- Conducting and maintaining headcounts.

I.4 Personnel Accountability

Cabin / Activity Staff

- Immediately perform and maintain personnel accountability and report findings to the Incident Commander.

Incident Commander (IC)

- Collect and verify accountability reports from all groups.
- Immediately identify and address any missing campers or staff.
- Communicate discrepancies with responding law enforcement.

I.5 Communication

Incident Commander (IC)

- Restrict radio traffic to emergency use only.
- Relay instructions to staff.
- Prepare parent or guardian communications.
- The IC will coordinate by phone with local emergency management as needed during significant incidents. Coordination may include resource requests, situational updates, and support for extended emergency operations.

I.6 Medical Response

Medical Officer

- Stand by during the incident.
- Provide immediate medical care, if needed, only after the scene is secured.

- Coordinate Emergency Medical Services, as needed.

I.7 Post-Incident Procedures

Incident Commander

- Issue an 'all clear' only after confirmation from responding authorities.
- Document the incident in detail and conduct a review of security protocols.
- Coordinate reunification or controlled movement procedures if campers were relocated.
- Determine the need for early dismissal, activity cancellation, or additional security measures.

All Staff

- Provide reassurance and emotional support to campers, as needed.
- Resume normal activities only when authorized.

Appendix J Transportation Emergency Procedure

This procedure will be activated immediately upon any of the following:

- Vehicle accident (minor or major).
- Mechanical failure or vehicle breakdown.
- Medical emergency during transport.
- Missing camper during loading/unloading or transit.
- Severe weather or unsafe road conditions affecting travel.

J.1 Stop and Secure the Scene

Driver / Staff in Charge

- Bring the vehicle to a safe stop as soon as conditions allow, clear of other traffic, if possible.
- Turn off the engine, engage hazard lights, and secure the vehicle.
- Maintain accountability of all vehicle occupants.
- Do not move injured individuals unless there is immediate danger (for example, fire, traffic, or flood).

Accompanying Staff (If Present)

- Supervise campers inside the vehicle or in a safe location away from traffic, as conditions allow.
- Keep campers calm, seated, and under control.

J.2 Assess Impacts

Driver or First Responding Staff

- Conduct an immediate visual assessment of all campers and staff.

Medical Officer (If Present or Contacted)

- Provide first aid within scope of training for minor injuries.
- Identify serious injuries and advise Emergency Medical Services activation and care priorities.

J.3 Request Emergency Assistance

Driver / Staff in Charge

Call 9-1-1 immediately if:

- Injuries have occurred.
- The vehicle cannot be safely moved.
- Roadway or environmental conditions are unsafe.

Provide, at a minimum:

- Exact location (mile marker / cross street / GPS, if available).
- Nature of the incident.
- Number of campers and staff involved.
- Known or suspected injuries.

Incident Commander

- If the incident occurs on campgrounds, dispatch additional staff, vehicles, or resources needed and coordinate emergency response services as needed.
- If the incident occurs offsite, maintain communication with the driver and/or accompanying staff and provide support as needed (for example, a replacement transportation vehicle).
- The IC will coordinate by phone with local emergency management as needed during significant incidents. Coordination may include resource requests, situational updates, and support for extended emergency operations.

J.4 Supervise and Protect Campers

Staff in Charge

- Keep campers together and under direct supervision at all times.
- Move campers to a safer area only when conditions require it and it can be done safely (for example, away from traffic or severe weather hazards).

J.5 Personnel Accountability

Driver or Staff in Charge

- Confirm that all campers are present and accounted for.
- Report any injuries to the Incident Commander.

Incident Commander

- Verify accountability reports.
- Address any discrepancies immediately (including initiation of missing camper actions, if needed).

J.6 Communication

Driver / Staff in Charge

- Maintain ongoing communication with the Incident Commander via phone or radio.

Incident Commander

- Notify camp leadership.
- Notify parents/guardians if a delay, injury, route change, or change in pickup/drop-off is anticipated.
- Provide calm, factual, verified updates only.
- The IC will coordinate by phone with local emergency management as needed during significant incidents. Coordination may include resource requests, situational updates, and support for extended emergency operations.

J.7 Transportation Continuity

Incident Commander

- Arrange a replacement vehicle or alternate transportation, if needed.
- Determine whether the trip will continue, return to camp, or be cancelled.

Staff in Charge

- Do not resume travel until the vehicle is confirmed safe and authorization has been provided by the Incident Commander.

J.8 Post-Incident Procedures

Incident Commander

- Document the incident fully (time, location, driver, passengers, and sequence of actions taken).
- Complete required accident reports and insurance documentation.
- Review transportation safety procedures and implement corrective actions, as needed.

All Staff

- Monitor campers for delayed symptoms (physical or emotional) and resume activities only after clearance by camp leadership.

J.9 Evacuation and evacuation from Camp Routes

Maps

Detailed Camp Horton maps will be posted and available for all persons at Camp Horton. Various scenarios will be covered in detail and specific training will be provided and covered in Safety meeting. Evacuation maps from Camp Horton are below.

CAMP HORTON

EST. 2001

Off Camp Premis Evacuation Maps

2/12/26, 9:55 AM

DHI Ranch to DRH Ranch - Google Maps

Google Maps

DHI Ranch, 6311 Horton Rd, Fort Stockton, TX 79735 to DRH Ranch, 7641 Hat A Rd, Fort Stockton, TX 79735 Drive 25.1 miles, 37 min



DHI Ranch, 6311 Horton Rd, Fort Stockton, TX 79735 to D.R. Horton Midland Division Office, 13020 TX-191 Frontage UNIT A, Midland, TX 79707 Drive 125 miles, 2 hr 8 min

Google Maps

Camp Horton to DR Horton Midland Division Office



CAMP HORTON

EST. 2001

Google Maps

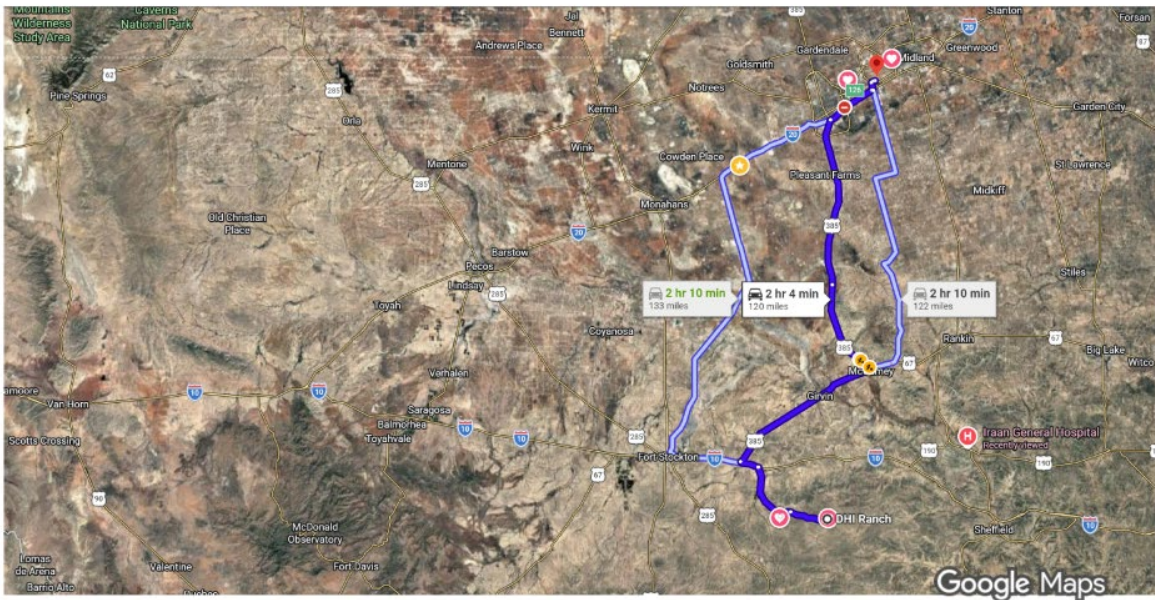
DHI Ranch, 6311 Horton Rd, Fort Stockton, TX 79735 to Iraan General Hospital, 600 TX-349, Iraan, TX 79744 Drive 58.3 miles, 1 hr 4 min



DHI Ranch, 6311 Horton Rd, Fort Stockton, TX 79735 to Midland International Air & Space Port Drive 120 miles, 2 hr 4 min

Google Maps

DHI Ranch to Midland International Airport



Appendix K Natural Disaster Emergency Procedure

This procedure will be activated immediately upon any of the following:

- NWS or local authority alerts/warnings affecting the camp area, including Tornado Watch/Warning, Severe Thunderstorm Warning, Flash Flood Watch/Warning, Flood Warning, or wildfire.
- Visible or developing hazardous conditions, including rotating clouds, high winds, tornadoes, heavy rainfall, rapidly rising water, or nearby lightning.
- Activation of the camp public address (PA) system or notification from camp leadership of severe weather conditions.

K.1 Alert and Notify

Incident Commander

- Continuously monitor NWS watches/warnings and other official alerts (including local emergency management and, if applicable, river authority alerts).
- Issue immediate notifications to staff and campers using the PA system, radios, or other established communication methods.
- Determine and announce the required protective action based on the trigger: tornado shelter-in-place, flood/flash flood evacuation to higher ground or off-site locations when safe routes are available, or shelter-in-place/elevated refuge when evacuation routes are unsafe.
- Coordination with 9-1-1 and the local Emergency Management Coordinator will begin immediately when a National Weather Service warning is issued for the camp area, when visible hazardous conditions threaten camper or staff safety, or when the Incident Commander initiates evacuation, shelter-in-place, relocation, or extended emergency operations. The Incident Commander or Emergency Preparedness Coordinator will contact 9-1-1 for urgent emergency response and will directly contact local emergency management for resource coordination, evacuation support, transportation support, situational updates, and reunification support as needed.

Cabin and Activity Staff

- Immediately notify campers and provide calm, clear instructions.
- Begin movement to designated shelter or higher-ground locations as directed by the IC.

K.2 Shelter-in-Place or Evacuation

Incident Commander

- Confirm all areas are secured and that sheltering/evacuation actions are underway.
- Redirect staff and campers to alternate shelter or evacuation locations if conditions change or primary routes become unsafe.
- The IC will coordinate by phone with local emergency management as needed during significant incidents. Coordination may include resource requests, situational updates, and support for extended emergency operations.

Cabin and Activity Staff

Lead campers to designated safe locations using pre-assigned routes.



- Ensure campers remain together, move calmly, and remain under direct staff supervision at all times.

Tornado

- Move campers immediately to interior rooms or hallways, away from windows and exterior doors.
- Position campers low and protected (for example, seated against interior walls), as feasible.

Flood

- Upon issuance of a National Weather Service Flash Flood Warning or Flood Warning affecting the camp area, the Incident Commander will immediately evaluate conditions, initiate evacuation to designated higher-ground or off-site locations when safe routes are available, and coordinate with 9-1-1 and local emergency management.

Important: NWS Flash Flood / Flood Warnings trigger immediate protective action and, when safe routes are available, evacuation to higher-ground or off-site locations. Campers and staff will not enter or cross moving water, flooded roads, low-water crossings, or washed-out areas. If evacuation routes are unsafe or blocked, the Incident Commander will direct shelter-in-place or movement to the safest available elevated location in coordination with emergency authorities. NWS Tornado Warnings automatically trigger shelter-in-place.

K.3 Personnel Accountability

Incident Commander

- Collect and verify headcount reports from all groups.
- Immediately address accountability discrepancies and initiate additional actions if anyone is unaccounted for.

Cabin and Activity Staff

- Conduct an immediate headcount upon arrival at shelter or evacuation locations.
- Report personnel accountability results to the IC, including any missing or injured individuals.

K.4 Medical Support

Incident Commander

- Ensure staff do not take unnecessary risks.
- Maintain supervision, order, and adherence to safety procedures.

Medical Officer

- Stage in or near shelter/assembly areas with first-aid supplies.
- Be prepared to respond to injuries or medical needs during the event (including storm-related trauma, hypothermia, or heat/cold exposure).

K.5 Communication

Incident Commander

- Maintain communication with local emergency management agencies and first responders as conditions warrant.
- The IC will coordinate by phone with local emergency management as needed during significant incidents. Coordination may include resource requests, situational updates, and support for extended emergency operations.
- Issue updated instructions as new information becomes available (for example, escalation from watch to warning or flood impacts to routes).
- Ensure communication channels remain operational and use backup methods if needed.
- Initiate parent/guardian notifications during the emergency if evacuation, extended sheltering, relocation, early dismissal, injury, or reunification is required. Updates will be provided at least every 30 minutes, or sooner when significant verified information changes, until the incident is resolved, campers are reunified, or an all-clear is issued.

K.6 Post-Event Procedures

Incident Commander

- Determine when it is safe to end sheltering or evacuation and issue an 'all clear' when appropriate.
- Coordinate relocation, cleanup, or suspension of activities as needed.
- Provide parents/guardians with status updates and instructions regarding pickup, schedule changes, or continued sheltering.

Safety Officer

- Assess facilities and grounds for damage, hazards, or unsafe conditions (for example, downed power lines, debris, weakened trees, flooding impacts, or structural issues).

Cabin and Activity Staff

- Reconduct headcounts to ensure full personnel accountability.
- Assist campers with reassurance and transition back to normal operations or dismissal procedures.

Medical Officer

- Assess and treat any injuries sustained during the event and monitor for delayed symptoms.

Appendix L Communication

This appendix identifies the communication systems, equipment, redundancy measures, and management practices used by Camp Horton to support effective emergency response operations.

L.1 Primary Communication Systems

System	Description	Notes
Two-Way Radios	Handheld radios used for on-site staff communications	Primary on-site system

System	Description	Notes
Mobile Phones	Cellular devices used for external and backup communications	Used for off-site coordination
Public Address (PA) / Alert System	Fixed or portable system for camp-wide announcements	Operable without internet using battery, vehicle, generator-supported, or manual backup notification methods
Landline Phones	Landline phones in all buildings	Used for off-site coordination and on-site backup

L.2 Backup and Alternate Communication Methods

Method	Description
Runners	Staff assigned to physically relay messages
Vehicle PA Systems	Loudspeaker systems mounted on camp vehicles
Audible Alert Devices	Whistles, air horns, or similar devices
Garmin InReach 3	Satellite messaging device

L.3 Emergency Communications Equipment Inventory

L.3.1 Onsite Communications Equipment

Equipment	Quantity	Primary Location	Backup Power
Two-Way Radios	14	Lodge, Bunk House, Barn	Spare batteries
Radio Charging Stations	12	Lodge, Bunk House, Barn	Generator / battery
PA System Components	6	Lodge and vehicles	Battery
NOAA/NWS Weather Alert Radio	6	Each building	Battery / generator
Audible Alert Devices	20	Lodge, Barn	Generator / battery

L.3.2 Power and Connectivity Resources

Resource	Description	Notes
Spare radio batteries	Battery backup for radios	Maintained charged
Portable power packs	Support critical devices	As needed
Generator	Extended power outages	Fuel maintained
Broadband connection #1	Primary internet service	Big Bend Telecom
Broadband connection #2	Redundant internet service	Starlink

Big Bend Telecom (Broadband Connection #1) uses end-to-end fiber optic features.

Starlink (Broadband Connection #2) is a Satellite Internet connection.

The Camp Director is responsible for monitoring internet services.

The camp maintains two broadband internet connections through distinct service providers in compliance with Texas Health and Safety Code § 141.0092.



D.R. Horton, Inc. Camp Horton Emergency Action Plan (EAP) Acknowledgment

I, _____ as the parent/guardian of _____,
attending camp _____ I hereby acknowledge receipt
of the attached D.R. Horton, Inc. Camp Horton Emergency Action Plan.

Camper Name: _____

Parent or Legal Guardian Signature

Printed Name

Date

Should any changes be made to this EAP, the most up-to-date version of this document will be posted on our website, www.camphorton.com or can be requested directly at camphorton@drhorton.com.