United States Coast Guard

Incident Command System

Safety Officer

- SOFR -

Job Aid

March 2010

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Table of Contents

Overview **1**
User 1
When to Use 1
Scope 1
Major Tasks 2
Reference 3
Materials 3
ICS Forms 3
Checklists **4**
Initial Actions 4
Situation Assessment 5
Initial Brief 6
Activate Safety Organization 7
Initial Response and Assessment 7
Command and General Staff Meeting 8
Preparing for the Tactics Meeting 9
Tactics Meeting 9
Preparing for the Planning Meeting 10
Planning Meeting 10
Post-Planning Meeting Actions 11
Operations Briefing 12
Execute Plan and Assess Progress and the Living Site Safety & Health Plan 12
Personnel Evaluation Criteria 13
Demobilization 14
General Tasks **15**
Initial Actions 15
Situation Assessment 19
Meetings and Briefings **23**
Initial Brief 23

Activate Safety Organization 25
Initial Response and Assessment 31
Command and General Staff Meeting 34
Preparing for the Tactics Meeting 39
Tactics Meeting 41
Preparing for the Planning Meeting 43
Planning Meeting 45
Post-Planning Meeting Actions 47
Operations Briefing 49
Execute Plan and Assess Progress 51
The Living Site Safety and Health Plan 52
Family Meeting 55
Debrief 56
Other Meetings 57
Other Incident Command Post Activities 58
Lead Personnel 58
Safety 60
Near-Miss Accident Investigation and MISHAPS ... 61
Documentation 62
Demobilization 63
Appendices 64
Appendix A – Functional Interactions 65
Appendix B – Go-kit Supply List 72
Appendix C – Example Safety Staff Organization .. 73
Appendix D - Example ICS-202, Incident Objectives and the Overall Safety Message 74
Appendix E – Example ICS-204, Assignment List and Specific Safety Messages 77
Appendix F – Example ICS-205 Communications Plan and Evaluation Criteria 79
Appendix G – Example ICS-206 Medical Plan and Evaluation Criteria 81

Appendix H – Site Safety & Health Plan Requirements and the ICS-208-CG 83
Appendix I – Evaluating Hazard/Risk and Example ICS-215a-CG Hazard/Risk Analysis Worksheet 87
Appendix K – Example ICS 213RR CG, Resource Request Message 93
Appendix L– Example ICS 214, Unit Log 95
Appendix M – Example ICS 237-CG, Incident MISHAP Reporting Record 97
Appendix N – Hazard/Risk Identification Checklist For Facilities 99
N1 – Hazard/Risk Identification for the Incident Command Post (ICP) 100
N2 – Hazard/Risk Identification Checklist For Staging Areas 102
N3 – Hazard/Risk Identification Checklist for the Helibase 103
N4 – Hazard/Risk Identification Checklist for the Base 104
Appendix O – Conversions and Equivalents 105
Appendix P – Safety “P” 106

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Overview

User

The user of this job aid will be anyone assigned as Safety Officer (SOFR) within the National Incident Management System (NIMS) Incident Command System (ICS). Personnel assigned to this position should have a good safety background and experience working with people in other organizations. Since this is a key position in the response organization, assignment should be based on experience level versus rank.

When to Use

This Job Aid can be used anytime as a supplement to the Incident Management Handbook (IMH). Generally, the IMH covers “what” to do but not “how” to perform a particular function. A SOFR can use this job aid for any incident or planned event. It is suited for incidents where the ICS is being used, but many of the principles and actions listed there-in can be used for other activities where the ICS is not used.

Scope

This Job Aid focuses on the role of the Safety Officer in executing duties under the Incident Command System to ensure the safety of responders and the public. This Job Aid is designed to be used in concert with the U.S. Coast Guard's Incident Management Handbook (IMH). This Job Aid assumes that the Safety Officer has a thorough knowledge of the Incident Command System and **the user has fundamental skills in hazard assessment and risk analysis.** This Job Aid does not cover other important traits of an effective Safety Officer, such as:

- good interpersonal skills;
- solid grasp of hazard recognition, evaluation and control methodologies;
- experience in operational risk management;
- in-depth knowledge of the types of safety challenges expected for incidents likely to be encountered.

A good ICS Safety Officer has these qualities and many more, in addition to having a thorough understanding of ICS.

Major Tasks

The primary responsibilities of the Safety Officer are to ensure responders and the public are properly safeguarded from the hazards of the incident and supervise and execute all safety functions in support of the incident. This includes, but is not limited too:

- Develop and publish the ICS-208, Site Safety and Health Plan and Site Safety & Health Plan Summary, as required.
- Monitor all operations to ensure effectiveness of safety controls. Monitoring may include air for toxic vapors; heat and cold; fatigue; radiation and other conditions that affect the safety of responders.
- Manage the Safety Staff Organization, including the assignment of Assistants and forming teams where necessary.
- Exercise authority to stop and prevent unsafe acts
- Investigate accidents and near misses that have occurred within the incident area.
- Develop and implement a safe work practices and injury prevention program for the incident.
- Attend the Command and General Staff, Tactics and Planning meetings
- Conduct operational risk assessment/ hazard analysis to anticipate, identify and control incident hazards. Complete ICS-215a, Hazard/Risk Analysis Worksheet.
- Provide advice to OSC for the development of safe work assignments.
- Approve the ICS-206, Medical Plan
- Review the Incident Action Plan (IAP) to ensure safety objectives, messages and plans are incorporated.
- Review and approve the medical plan.
- Review communications plan to ensure protocols are robust enough to ensure timely reporting and response to safety emergencies.
- Ensure all Safety activities are documented on ICS-214, Unit Log.
- Complete all required forms and documentation prior to demobilization.

Reference

Brief Command on safety issues and concerns
Below is a list of references that may be required while using this job aid:

- Incident Management Handbook (IMH) COMDTPUB P3120.17 is the key reference for executing Incident Command System processes. The IMH is available on the Coast Guard ICS web pages at **http://homeport.uscg.mil/ics/.**
- USCG Safety Officer (SOFR) Performance Qualification Standard (PQS)

Materials

Ensure you have appropriate safety materials during an incident. See Appendix B for a list of items to bring.

ICS Forms

ICS Forms can be found on the Coast Guard ICS web pages at **http://homeport.uscg.mil/ics/.** Generally, the SOFR will either work with or have responsibility for information on the following forms:

- Incident Briefing (ICS 201)
- Incident Objectives (ICS 202)
- Organization Assignment List (ICS 203)
- Assignment List (ICS 204)
- Assignment List Attachment (ICS 204a-CG)
- Communications Plan (ICS 205)
- Communications List (ICS 205a)
- Medical Plan (ICS 206)
- Incident Organization Chart (ICS 207)
- Site Safety & Health Plan (ICS 208)
- Incident Summary Status (ICS 209 CG)
- Check-In List (ICS 211)
- General Message (ICS 213)
- Resource Request Message (ICS 213RR CG)
- Unit Log (ICS 214)
- Demobilization Check-Out (ICS 221)
- Daily Meeting Schedule (ICS 230-CG)
- Facility Needs Assessment (ICS-235)
- MISHAP Reporting Record (ICS 237-CG)

Checklists

Initial Actions

☐	Check-in (see detail on page 15)
☐	Travel orders - Finance (see detail on page 16)
☐	Berthing assignment - Logistics (see detail on page 16)
☐	Meal schedule - Logistics (see detail on page 17)
☐	Review & sign Site Safety & Health Plan (see detail on page 17)

Situation Assessment

☐	What kind of incident? (see detail on page 19)
☐	Who are key players? (see detail on page 20)
☐	When incident occurred? (see detail on page 20)
☐	Where is incident location/AOR? (see detail on page 20)
☐	Incident organization? (see detail on page 20)
☐	Resources on-scene? (see detail on page 20)
☐	Initial Safety Assessment? (see detail on page 21)
☐	Next meeting or briefing? (see detail on page 21)

Initial Brief

☐	Your role (see detail on page 23)
☐	Size and complexity of incident (see detail on page 23)
☐	Initial Safety Assessment (see detail on page 23)
☐	IC/UC expectations (see detail on page 24)
☐	Limitations and constraints (see detail on page 24)

Activate Safety Organization

☐	Establish work location (see detail on page 25)
☐	Organize and brief subordinates (see detail on page 26)
☐	Acquire work materials (see detail on page 26)
☐	Order Staff (see detail on page 26)
☐	Safety Staff Organization (see detail on page 30 and page 73)

Initial Response and Assessment

☐	Conduct Operational Hazard/Risk Analysis (ICS-215a) (see detail on page 31 and on page 87)
☐	Develop Emergency Response Site Safety and Health Plan (ICS-208) (see detail on page 31 and on page 83)
☐	Enforce Site Safety and Health Plan (ICS-208) (see detail on page 32)

Command and General Staff Meeting

☐	Incident Situation (see detail on page 34)
☐	IC/UC opening remarks (see detail on page 34)
☐	Receive IC/UC direction Decisions – (see detail on page 35) Priorities – (see detail on page 35) Limitations & Constraints – (detail on page 35) Objectives – (see detail on page 35) Procedures – (see detail on page 3637)
☐	Provide Safety Status Brief (see detail on page 3736)
☐	Provide feedback to IC/UC on focus/direction (see detail on page 37)
☐	Discuss interagency issues (see detail on page 38)
☐	Discuss Safety Issues/Needs (see detail on page 38)

Preparing for the Tactics Meeting

☐	Conduct Family meeting (see detail on page 55)
☐	Obtain Brief from Assistant SOFRs in field (see detail on page 55e 39)
☐	Evaluate Safety in field (see detail on page 3939)
☐	Prepare ICS-215A (if possible) (see detail on page 39 87)
☐	Clarify processes

Tactics Meeting

☐	Review proposed tactics (see detail on page 41)
☐	Prepare/Brief ICS-215A, Hazard Risk Analysis Worksheet (see detail on page 41 and 87)
☐	Ensure appropriate controls established.
☐	Identify Assistant SOFRs, as needed
☐	Note PPE required.

Preparing for the Planning Meeting

☐	Obtain briefings from Asst SOFRs in field. (see detail on page 43)
☐	Meet with Logistics Section re PPE (see detail on page 43)
☐	Review/Update ICS-208 for next operational period. (see detail on page 44)
☐	Review/Clean up ICS-215a (see detail on page 44)
☐	Prepare Safety Status Briefing (see detail on page on page 3736)
☐	Consider developing a Safety Poster (see detail on page 44)

Planning Meeting

☐	Validate Operational Plan for next operational period (see detail on page 45)
☐	Provide Safety Status Brief (see detail on page 45)
☐	Provide support for the proposed Incident Action Plan (see detail on page 46)

Post-Planning Meeting Actions

☐	Validate ICS-208 Site Safety & Health Plan (see detail on page 2483)
☐	IAP information to PSC:
☐	**ICS-202 Objectives - add General Safety Message** (see detail on page 47 and example on page 74)
☐	**ICS-203 Organization – review** (see detail on page 47)
☐	**ICS-204 Work Assignment - add Specific Safety Message** (see detail on page 47 and example on page 77)
☐	**ICS-205 Communications Plan – Review** (see detail on pages 47 and example on page 79)
☐	**ICS-206 Medical Plan – Review/Sign** (see detail on page 48 and example on page 81)
☐	**Review Additional Plans for safety concerns** (see detail on page 48)
☐	Critical Information reporting (see detail on page 24)
☐	Consider Preparing Safety Poster (see detail on page)
☐	Obtain briefings from Asst SOFRs in field. (see detail on page 48)

Operations Briefing

☐	Obtain briefings from Asst SOFRs in field. (see detail on page 49)
☐	SOFR provides Safety Status Briefing (see detail on page 49)

Execute Plan and Assess Progress and the Living Site Safety & Health Plan

☐	Obtain briefings from Asst SOFRs in field. (see detail on page 51)
☐	Assess Field Safety via overflight, boat, vehicle (see detail on page 51)
☐	Assess Facilities for Hazard/Risk (see detail on page 51 and check lists on page 99)
☐	Review ICS-233 for open actions. (see detail on page 51)
☐	Ensure the Site Safety and Health Plan is a Living Document. (see detail on page 52)
☐	Near-Miss and Accident Investigation (see detail on page 61)

Personnel Evaluation Criteria

☐	Crew morale? High Med Low
☐	Are assignments completed on time?
☐	Are injuries exceeding normal operating environment?
☐	Is team effectively interacting?
☐	Number of unresolved issues passed to Command?
☐	Any aggression or frustration by team members?
☐	Possible solutions to problems/issues?

Demobilization

☐	Provide input to Demob Plan (see detail on page 63)
☐	Brief Replacement, as necessary (see detail on page 63)
☐	Replenish supplies (see detail on page 72)
☐	Provide documentation to Documentation Unit ☐ ICS-208(s) ☐ ICS-213RR(s) ☐ ICS-214(s) ☐ ICS-237(s) ☐ Decision Memos
☐	Turn in equipment, as appropriate
☐	Complete ICS-221

General Tasks

Initial Actions

The following tasks should be accomplished as soon as possible after arriving on-scene.

1. Check-in: Upon arrival at the incident, check-in at the Incident Command Post, Base, or Staging Area on the ICS-211.

   a. Ensure you have your Order Number available. This enables the Check-in Recorder (CHKN) to validate your assignment to the incident quickly. The Order Number is generally in the following format:

   i. Example: O374 (O is for Overhead, and the 3 digit number is assigned by Logistics).

   ii. In some cases the incident may be using the 16 digit government Travel Order Number (TONO) assigned to you as the Order Number.

   b. Additional information. The incident will want a phone number where you can be reached, your home base, how you got to the incident,

> *If you are in the first group of personnel assigned and <u>there is no check-in function set up</u>, contact the RESOURCE UNIT LEADER (RESL) or PLANNING SECTION CHIEF (PSC) and discuss the need for a check-in process.*

as well as any additional qualifications you may have.

c. Receive assignment if available. Although you probably know why you are at the incident, Check-in may have a different assignment (e.g. DIV A Supervisor, Salvage Group Supervisor, Supply Unit Leader, etc).

d. Incident credentials: On some incidents, credentials (badges) are created for all assigned personnel. If the incident is issuing credentials, you should receive them when you check-in.

2. Finance Check-in:

a. Travel Orders: Provide a copy of your orders or other travel documents to the FSC or Admin Officer. Orders written on a home unit TONO must be amended to use the funding source for the incident. Take care of this soon so it doesn’t hold you up when you are ready to leave!

3. Logistics Check-in:

a. Berthing assignment: The incident is responsible for ensuring you have adequate berthing unless you are locally based. If the incident is small, Safety may ask you to make your own arrangements, or they may have already contracted with a local hotel for incident personnel. Even if you have made

your own arrangements, Safety should still be tracking where personnel are berthed.

b. Meal schedule: The size, complexity and location of an incident will impact the availability of meals. You should become familiar with this information since the SOFR has this responsibility.

   i. On most Coast Guard responses, meals are the responsibility of the individual since they are on per diem, BAS or Separate Rations.

   ii. If meals are provided the incident FDUL generally tracks who got a meal and the individual is required to make the appropriate modification to their travel claim. The government is prohibited from providing a meal at no cost while paying the responder per diem for food.

4. Safety - Review and sign the Site Safety & Health Plan (if completed at that point): As a member of the command cadre, it is critical that you understand all of the incident hazards and mitigation strategies. Although you may only be impacted by a few of these hazards, knowledge can be the difference between zero accidents and preventable injuries.

a. Each incident should have a Site Safety & Health Plan where the Safety Officer (SOFR) has elaborated on these hazards.

b. These hazards should be factored into the development of the Medical Plan, Transportation and Traffic Plans, and design of incident facilities.

c. Review and sign the Site Safety & Health Plan indicating your awareness and understanding.

Situation Assessment

The purpose of this task is to acquire additional background on the incident prior to starting your assignment. As a member of the IMT leadership, you will share in the success or failure of commands objectives. Part of “starting right” is for each SOFR to take responsibility for getting a handle on the situation so they have a better understanding of the big picture. Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you. The following tasks should be accomplished AFTER checking-in to the incident.

1. Review the current ICS 201 and/or IAP for an overview of current operations. You need to find out the Who, What, When, and Where related to the incident:
2. **What** is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)? This gives the SOFR an idea of the resources that Operations will probably be requesting and the safety issues you will be dealing with.
3. **Who** are key players (Federal, State, local, industry)? This may give you some insight into why Command is setting particular objectives and what safety issues or concerns they may have.

4. **When** did the incident take place? An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc. As the SOFR you need to know if the incident is expanding, steady state, or contracting.
5. **Where** did the incident take place? Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area. Also, what is the difference between the unit/agency AOR and the incident AOR? Generally, there should be a difference.
6. **What** is the **incident organization**? You must know who is in your direct chain of command as well as other key players such as the Incident Commander(s), Operations Section Chief (OSC), Planning Section Chief (PSC), Finance Section Chief (FSC), and Logistics Section Chief (LSC).
7. What **resources** are on-scene and/or enroute? This is not about memorizing resources. However, the SOFR should have a ballpark idea of what is currently being utilized to support the operations on-scene and the broad categories of resources that will be required so as the

SOFR you can ensure the safety of responders and safe use of equipment. For example:

a. Resources
   i. Vehicles (sedan, buses, trucks, fire, etc)
   ii. Vessels (law enforcement, deck cargo barges, oil recovery, etc)
   iii. Helicopters (overflight, passenger carrying, heavy lift, etc)
   iv. Expertise (environmental, salvage, law enforcement, fire, etc)

b. Support
   i. Personal Protective Equipment
   ii. Radios, Cell phones, Porta-Johns, etc
   iii. Admin equipment (copy machines, printers, fax machines, etc)
   iv. Fuel, food, lodging, transportation, etc
   v. Facilities (base, camps, staging areas, etc)

c. Sources of information

d. Contingency Plans (ACP, AMSP, etc)

e. Local Emergency Management

f. Local Police, Fire

g. Contractors

8. **What** Safety Evaluation has been conducted and has ICS-208, Site Safety & Health Plan been developed?

a. Confirm injuries, fatalities, and threats have been identified for both the responders and public.

b. Confirm identified exclusion, safety, hazard zones; evacuation areas and places of safe refuge.

c. Review the scene and its specific site hazards.

d. Evaluate probability and consequence of hazards.

e. Develop or begin developing (if not already completed) ICS-208, Site Safety & Health Plan which includes engineering, administrative and personal protective equipment controls for hazards as well as Identifies procedures for emergencies occurring within the incident (injury, accident). Ensure Emergency Response Safety Plan is briefed to all operation's personnel prior to commencing operations.

9. **When** is the next scheduled meeting (check the ICS-230, which should be posted in various locations around the ICP but always on the Situation Status boards)?

Meetings and Briefings

Initial Brief

The initial briefing is the opportunity for the SOFR to receive additional details about their incident assignment. Depending on the phase and/or size of the incident, you may or may not get a chance to spend this time with the Incident Commander and/or Deputy IC before you start working. If you are NOT able to attend this brief, your next and most important opportunity is the Command and General Staff meeting.

1. Your role
   a. How big a role are you playing? Are you playing the role of SOFR <u>and</u> something else?
   b. Do you have the experience for the role you are playing?
2. Size and complexity of incident:
   a. Is the incident expanding or contracting?
   b. Will the IC(s) give you the authority to order the resources you need to effectively manage safety issues for the incident?
   c. Has initial safety assessment been conducted?

3. Expectations of the IC: IC's come with many different levels of expertise and experience. In a multi-hazard, multi-jurisdictional incident it is possible and even probable that the IC(s) does not have expertise in Safety.
   a. Do you have expertise in Safety for this type of incident?
   b. Does command want a briefing from you on the process and procedures you typically use?
   c. How often does command want to be updated? What are their trigger points?
4. Limitations and Constraints (e.g. are you the right SOFR for the job?). While this may seem intuitive, you should always ask yourself this question. Even if you lack experience or expertise, can you bring on a Deputy and/or Unit leaders with the appropriate background?
   a. Special concerns (e.g. reporting criteria)
   b. Resource request process (see Appendix on page 83).
   c. Resource ordering process
   d. Critical information reporting expectations.
   e. Does the SOFR and/or Assistant SOFR's have the authority to stop operations if they have a significant safety concern that is not being met?

Activate Safety Organization

If you are reading this section you probably don't have a work location set up yet. Ideally, check-in and situation assessment shouldn't take you more than about 30 minutes. Add 30 minutes for a brief from your IC and you are now one hour into the incident. It's time to get to work!

1. Establish work location – Where Safety sets up shop during an incident can have a profound impact on their overall effectiveness. While your primary customer is Operations, you will interact a significant amount with Planning and Logistics.
   a. Do's
      i. Setup close to Operations, Planning and Logistics. You have a very close relationship with the OSC, PSC and LSC.
      ii. Think about how big your organization (the Safety organization) may get and plan accordingly. Moving once is disruptive but typical during the early stages of the incident. Moving once the organization settles in can be very problematic.
      iii. Factor in flow of information to your design.

iv. Ensure your space is a safe place to work.

b. Don’ts

i. Setup shop away from the ICP.

ii. Forget to evaluate your facilities for safety concerns.

2. Organize and brief subordinates: If you have anyone working for you at this point, don’t leave them hanging. Get together and assign position responsibilities if possible (see Family Meeting on page 55. If your staff doesn’t have the ICS skills then tell them what you need done in the few hours while you are waiting for qualified staff.

3. Acquire work materials:

a. Equipment: Ideally, you should have a starting point with supplies that are already in your go-kit. See Appendix B – Go-kit Supply List on page 72). While there are many boxes available, a Pelican Case (model 1650) will get you started with the items identified in the Appendix.

4. Order Staff. With the exception of simple Type 3 incidents, you should get an initial order in ASAP for the appropriate staff you feel are needed to support overall incident safety including possible shift work. You may very

well need additional personnel but these are key to getting your world in order. Remember that it is a lot easier to demobilize personnel than to overwork your existing personnel to support your requirements.

a. How many Assistant Safety Officers are required? There are many different factors that determine the number of assistants a Safety Officer may need. These include the size and complexity of the incident. The key factor is the ability of the Safety organization to complete all their functions. The functions of the Safety Officer may include all of the major tasks noted on page 3. It is ***absolutely crucial*** for the Safety Officer to remain ***focused*** on the overall safety posture of the incident. It is not possible for a Safety Officer to do this in a large incident and complete all the functions listed above. One simple approach for large complex incidents is to assign at least one assistant for each of the major tasks listed. For field operations however, more than one assistant safety officer may be needed.

b. How many Assistant Safety Officers are needed in the field? The U.S. Forest Service recommends at least one assistant Safety Officer for each ICS Division. A follow on to this simple approach is to assign

an Assistant Safety Officer for each Group and Division.

i. The primary responsibility of Assistant Safety Officers in the field is to protect responders and the public from incident hazards. Therefore, Assistant Safety Officers should be targeted for incident areas and operations of high risk. During the initial part of an emergency, the Safety Officer is working hard to anticipate and identify hazards, evaluate them and develop controls. In addition to identifying the hazards specific to the emergency location (slips, trips and falls for example), the Safety Officer must also consider what *operations* are hazardous. Deploying Assistant Safety Officers in the field is the best *control* for protecting responders and the public during an emergency. Another technique to consider is to identify where other engineering, administrative and personal protective equipment controls are inadequate, and to assign Assistant Safety Officers to those areas and operations. Simply put, Assistant Safety Officers should be targeted to areas and operations that pose a high safety risk to responders and the public.

ii. If the incident has matured to a point where Incident Action Plan processes are in place, the Safety Officer can use the Tactics Meeting as a means for identifying Assistant Safety Officers. In preparing for the Tactics Meeting, the Safety Officer will be using ICS-215A to conduct a hazard/risk analysis for each work assignment identified by Operations.

iii. For those work assignments that pose a high risk, an Assistant Safety Officer should be assigned. The most effective initial action a Safety Officer can do is to deploy Safety Assistants into the field as soon as possible. Placing eyes, ears and enforcers in the heat of battle is the most effective way to ensure responders and the public are safeguarded.

c. What if several agencies are on scene and each wants to have their own Safety Officer? There can only be one Safety Officer for an incident. Other organizations can provide Assistant Safety Officers that can fulfill the roles discussed in the previous section. If an organization's designated Safety Officer is unable to work outside the organization, the incident Safety Officer can assign this person the role of Assistant Safety Officer for that organization and the operations they

are performing. Since there is only one Incident Action Plan, there is also only one Safety Plan. Sometimes organizations are only allowed to use their standard Site Safety & Health Plan. The Safety Officer must work closely with an organization's Safety Officer to convince them of the importance of a single safety plan. If possible, the Safety Officer should incorporate all elements of the organization's safety plan into the master safety plan to address the organization's concern. If this is not acceptable, the last resort is to include the organization's safety plan as an addendum to the master Safety Plan.

5. Possible Safety Staff Organization. There are many variations as to how to organize safety functions in response. See Appendix D for an example organization. This is not the only option – ICS is flexible and you can structure your organization as your needs dictate.

Initial Response and Assessment

If you are reading this section you probably don't have an ICS-208, developed yet. Ideally, the first Safety Officer on-scene has developed this. If, you come into an incident and this has not been done, it's time to get to work!

1. Conduct on-scene Operational Hazard/Risk Analysis (ICS-215A).
   a. Verify what happened.
   b. Account for all personnel on scene.
   c. Confirm injuries, fatalities & threats to public.
   d. Confirm threats to responders.
   e. Confirm exclusion, safety, hazard zones; evacuation areas and places of safe refuge.
   f. Review the scene and its specific site hazards.
   g. Evaluate probability and consequence of hazards.
   h. Develop engineering, administrative and personal protective equipment controls for hazards.
2. Develop an Emergency Response Site Safety and Health Plan (ICS-208 can be used).
   a. List controls and practices developed in Step 1 above.

b. List and sketch hazard zones, restricted areas, evacuation zones, places of safe refuge.

c. Identify procedures for emergencies occurring within the incident (injury, accident).

d. Identify security measures.

e. Identify emergency alarms and hand signals.

f. Identify emergency medical response procedures and contacts.

g. Ensure Emergency Response Safety Plan is briefed to all operation's personnel prior to commencing operations.

3. Enforce Emergency Response Site Safety and Health Plan

   a. Deploy personnel to enforce Emergency Response Safety Plan.

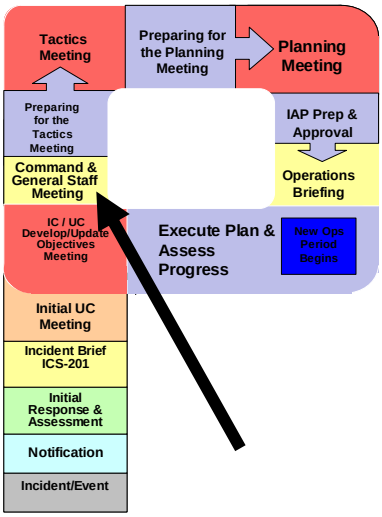
   b. Conduct needs analysis for determining resources required to ensure safety functions are completed during the operation.

   c. Order resources to fill gaps identified in needs analysis.

4. How should a Safety Officer use his or her authority to stop an unsafe action? A good Safety Officer is one that is more proactive rather than reactive, preventative rather than

corrective, an operational enabler rather than an obstructer. Although Safety Officers and their Assistants must stop unsafe actions, their primary responsibility is to prevent the unsafe act from occurring in the first place.

Command and General Staff Meeting



The Command and General Staff meeting is the opportunity for all staff members to see command's assessment of the incident, how everyone will work together to achieve command's objectives, and specific priorities and assignments for each section. This is YOUR opportunity to have face time with the Incident Commander(s) and to clarify expectations (i.e. what they want and what you can provide).

1. Incident Situation: Generally the SOFR should just listen to this briefing with the following in mind.
   a. Does Operations have what they need for this Operational Period?
   b. Are there any factors that may cause you to change the Safety game plan (i.e. a weather system moving in that may drive the need for additional foul weather gear)?
2. IC opening remarks: This is usually inspirational but the remarks can be indicative of how the UC is working and short-term versus long-term expectations.

3. Incident Decisions, Priorities, Limitations and Constraints, Objectives, and Procedures: These key documents are usually presented by specific members of Command. You should keep the following in mind during this presentation.
   a. Decisions – Has Command made any decisions that will impact your world of work (e.g. this member of command wants to know before halting operations for an unsafe act or to know immediately afterwards, etc)?
   b. Priorities – Usually this is more geared towards Operational activities but usually includes a safety priority first.
   c. Limitations and Constraints – Examples of these that impact Safety might include;
      i. Contact IC/UC before halting an unsafe operation,
      ii. the location of the incident relative to the ICP will require close monitoring for hazards,
      iii. state/local permits will be required to transport waste from the incident to an approved site.
   d. Objectives –When objectives are discussed, ensure there is one that addresses safety.

When the priorities of the objectives are discussed and safety is not at the top, strongly urge the IC/UC to make the Safety Objective their top objective.

e. Safety Status Brief - Provide a Safety Status Briefing when called upon. The Command and General Staff meeting is designed to be brief. The Safety Officer should keep his status report as short as possible. His or her audience is the Unified Command, who is occupied with all aspects of the incidents and is really only interested in the "big picture." Therefore, the Safety Officers briefing should be an overview of the status of Safety for the entire incident.

   i. Report on overall Safety Status of Incident including number of Injuries and/or near misses and actions being taken to prevent injury or near miss reoccurrence.

   ii. Report on top 3 hazards and any precautions or measures being taken to address them.

   iii. Report the status of any tasking assigned by the IC/UC (e.g. Status of Site Safety & Health Plan, etc.).

   iv. Notify the IC/UC of any actions needed to help accomplish Safety Officer functions.

If necessary, request some time after this meeting to discuss actions required in greater detail. Examples of required actions of the IC/UC include: signing of the Site Safety & Health Plan, review and approval of an Accident Report, and approval of a work/rest regimen based on heat stress.

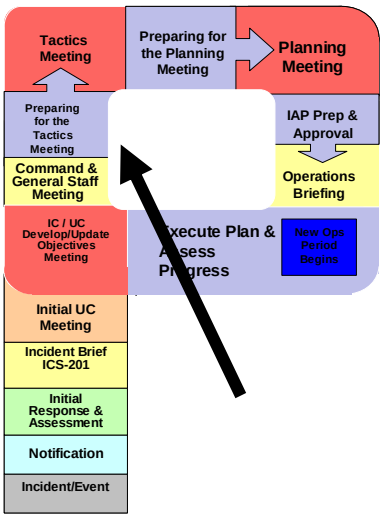
f. Procedures – Command will generally desire procedures specific to the incident (e.g. Command may require a written procedure for safety stoppage, etc). The larger the incident, the more important it is to have these procedures. If command does not articulate these requirements, ask Command or tell Command if you think they are necessary.

4. Feedback - When Command has finished briefing this material, the Planning Section Chief will open up the meeting to questions. If you think a procedure should be in place for this particular incident, this is the time to suggest it. Planning will probably add your item to the Open Action Tracker (ICS-233) form. If you have questions regarding clarification of responsibilities for the next operational period, ASK! Also, get into the habit of asking Command if there is anything Safety can do to optimize their activities.

5. Interagency issues – It is highly like that you will be coordinating with other agencies (e.g. each entity may have their own safety officer, etc). Discuss with Command the issues for which they want visibility and those for which you have authority to proceed.
6. Incident processes – If Command has not made any decisions about incident processes, suggest those that you think are appropriate to the type and magnitude of the incident.
7. Safety Staff needs – Do you have authority to staff and manage your section? You don’t want to go to Command every time you need a resource and Command is usually not interested in every single person or resource that you need. However, they may place some broad constraints on you given the size of the incident.

Preparing for the Tactics Meeting

This period of time after the Command and General Staff meeting should be used by the SOFR to conduct a risk analysis on the tactics chosen by the Operations Section Chief and developing controls to safeguard the public and responders.



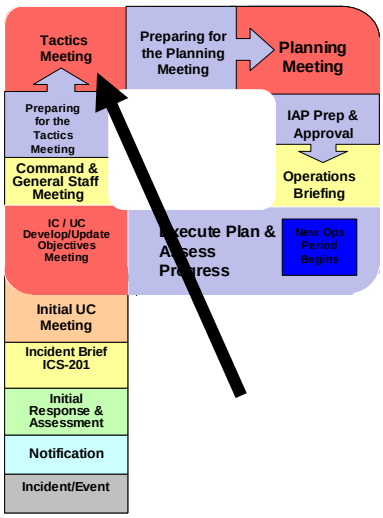
1. Conduct Family meeting with Safety staff. Ensure you have connected the dots between Command's intent and what Safety must do to meet that intent. While this may seem extraneous (don't my people know what to do?) they are far more likely to meet your expectations in an emergent environment if you get into the habit of holding this meeting daily.
2. Obtain briefings from Assistant Safety Officers in the field. This will ensure the Safety Officer has the latest safety meeting going into the tactics meeting.
3. Evaluate Safety situation in the field and make adjustments as necessary to reduce risk.
4. As Operations begins developing tactics and work assignments for the next operational period, conduct a risk analysis on each assignment using the ICS-215A (see example

on page 87). This may be done before or during the Tactics Meeting.

a. Based on the hazards and risks identified, develop a list of controls to safeguard responders and the public.
b. Identify Assistant Safety Officers and other resources needed to safeguard the responders executing the Operations Section Chief's tactics.
c. Make notes on what Personnel Protective Equipment (PPE) is needed.

Tactics Meeting

This 30-minute or less briefing is the opportunity for the OSC to present the proposed tactical Plan. The Safety Officer is conducting a risk analysis on the tactics chosen by the Operations Section Chief and developing controls to safeguard the public and responders.

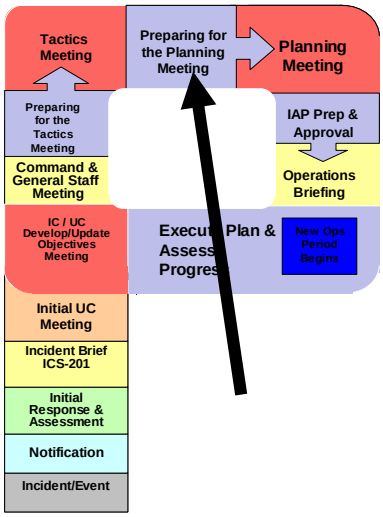


1. PSC opens meeting, covers ground rules, and reviews objectives.
2. Proposed tactics - As the OSC presents the plan, listen for and make note of issues of concern. Generally, the PSC will ask that you allow the OSC to finish their briefing before the questions start so as not to derail the presentation of the overall plan.
3. Present or complete the ICS-215a Hazard/Risk Analysis Worksheet – As Operations begins developing tactics and work assignments for the next operational period, present (if completed before tactics meeting) or conduct a risk analysis on each assignment using the ICS-215A (see example on page 87).

a. Based on the hazards and risks identified, develop a list of controls to safeguard responders and the public.
b. Identify Assistant Safety Officers and other resources needed to safeguard the responders executing the Operations Section Chief's tactics.
c. Identify required Personnel Protective Equipment (PPE) on the ICS-215. If a work assignment requires specialized safety gear (ex. hazmat suits), briefly communicate this to Operations and Logistics. Cover details after the Tactics Meeting.
d. Provide input on locations for safety equipment and stations such as: personnel decon, eye wash stations and first aid stations.

4. Recommend to the OSC and PSC that you reconvene (along with the LSC and FSC) for a few minutes just prior to the Planning Meeting. This will ensure you are all on the same page prior to presenting your plan.

Preparing for the Planning Meeting



This period of time is for the Incident Management Team to prepare for the planning meeting, where the Planning Section Chief will seek verbal approval to complete the Incident Action Plan and for Safety Officer and staff to continue to support incident safety. Any significant differences between the Safety Officer and the other members of the Command and General Staff should be resolved prior to the Planning meeting. Issues that cannot be resolved before, during, or after the Tactics meeting should be presented to the Unified Command/Incident Commander for resolution, before the Planning Meeting. Safety Officers should always approach the Unified Command/Incident Commander with a recommendation when presenting issues and problems.

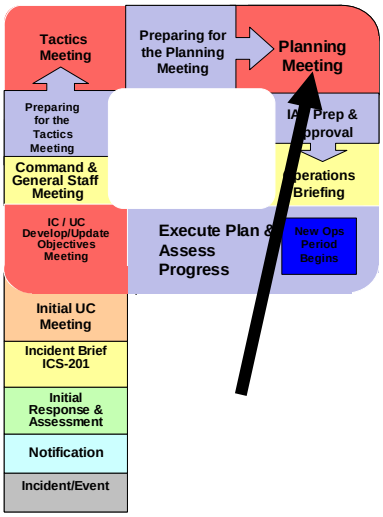
1. Obtain briefings from Assistant Safety Officers in the field. This will ensure the Safety Officer has the latest safety situational picture going into the Planning meeting.
2. Meet with or have an Assistant meet with Logistics Section personnel to ensure proper

safety equipment is being ordered for responders.

3. Review/update the ICS-208, the incident Safety Plan for the next Operational Period.
4. Review/Clean up the ICS-215A prior to the Planning meeting to ensure it is complete.
5. Prepare for Safety Status Briefing (See Command and General Staff Meeting section). Consult with Operations and Planning for agreement with content of brief.
6. Consider preparing a Safety Poster that focuses on top hazards. Make the Poster visually appealing to help get the strongest safety message across to responders.

Planning Meeting

This 30-minute or less meeting presents the Incident Action Plan to Command for tentative approval.



1. PSC opens meeting, covers ground rules and reviews agenda (example agenda in IMH Chapter 3), and then covers objectives.
2. Provide a Safety Status Briefing when called upon.
   a. Report on overall Safety Status of Incident including number of Injuries and/or near misses and actions being taken to prevent injury or near miss reoccurrence.
   b. Report on top 3 hazards and any precautions or measures being taken to address them.
   c. Report the status of any tasking assigned by the IC/UC (e.g. Status of Site Safety & Health Plan, etc.).
   d. Notify the IC/UC of any actions needed to help accomplish Safety Officer functions. If necessary, request some time after this meeting to discuss actions required in greater detail. Examples of required

actions of the IC/UC include: Signing of the Site Safety & Health Plan, review and approval of an Accident Report, and approval of a work/rest regimen based on heat stress.

3. By the time this meeting takes place, the SOFR should be ready to validate tactical actions for the next operational period can be safely conducted. This may include briefing the ICS-215a, Hazard/Risk Analysis Worksheet or may address the most risky tactical operations being conducted.
4. Validate your support for the proposed Incident Action Plan as presented by the OSC. As long as the risk analysis has been conducted and measures will be put in place to appropriately reduce risk, you should be ready to support the plan.

Post-Planning Meeting Actions

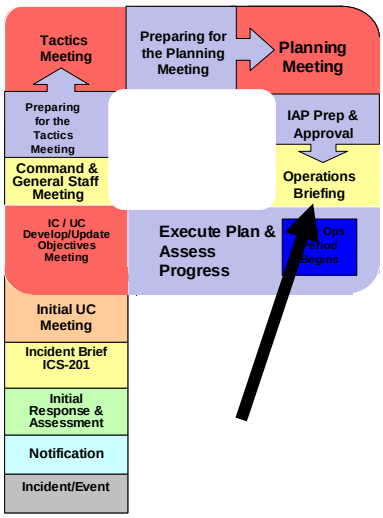
At the conclusion of the Planning Meeting the OSC, PSC, LSC and SOFR have a lot of work to accomplish to ensure a quality IAP is delivered in time for the next operational period. Specifically, the SOFR must:

1. Review and/or Update the ICS-208, Site Safety & Health Plan for the next operational period to include any new operational tactics. See example on page 83.
2. Complete the overall incident "Safety Message," or add "General Safety Message" to ICS Form 202. This message must be consistent. See Example on page 74.
3. Review ICS 203, Organization to ensure Safety staff Organization is reflected.
4. Complete safety instructions specific to the unit's work assignment on the ICS-204, Work Assignment form. Use information from the ICS-215A. See examples on page 77.
5. Review the ICS-205, Communications Plan to ensure clear communications link to all field units and their supervisors. Contact field Assistant Safety Officers to determine effectiveness of Communications Plan. See example on page 79.

6. Review and sign the ICS-206, Medical Plan. Ensure hospitals are able to treat exposed victims, regardless of exposure type (chemical, biological, radiological, etc.). See example on page 81.
7. Review additional plans that may be required to support the IAP. For example, Decon Plan or Salvage Plan.
8. Consider preparing a Safety Poster that focuses on top hazards. Make the Poster visually appealing to help get the strongest safety message across to responders.
9. Have Assistant Safety Officers in the field provide an update prior to the Operations Briefing.

Operations Briefing

This 30-minute or less briefing presents the Incident Action Plan to the Operations Section Division and Group Supervisors.



1. Have Assistant Safety Officers in the field provide an update prior to the Operations Briefing.
2. PSC opens briefing, covers ground rules and reviews agenda (example agenda in IMH Chapter 3), reviews IC/UC objectives and changes to IAP, i.e., pen and ink changes.
3. IC/UC provides opening remarks.
4. SITL conducts Situation Briefing.
5. OSC discusses current response actions and accomplishments.
6. SOFR Provides a Safety Status Briefing when called upon.
   a. General Briefing Topics
      i. Remind responders of Command's intent to provide a safe working environment - Review safety objectives
      ii. Provide brief review of safety status - Number of accidents/injuries and actions being taken to prevent accidents and near misses.

iii. Discuss accident/injury/near miss response & reporting process (ICS-237 and other means to report).

iv. Communicate ICS-208 Site Safety & Health Plan (if first time), or any updates to the Site Safety & Health Plan - Identify Key Hazards.

v. Review IAP Safety Message.

vi. Communicate safety poster, if one was developed.

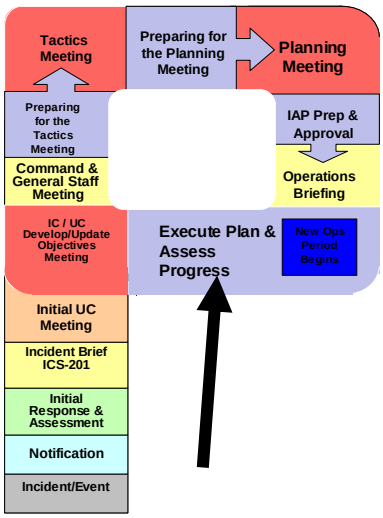
b. Specific Briefing Issues - Brief specific safety instructors from each ICS-204

c. Note what Assistant Safety Officers will be assigned in the field.

7. PSC solicits final comments and adjourns briefing.

Execute Plan and Assess Progress

During this phase, the Safety Officer is monitoring operations closely to ensure the Safety Plan and Messages are being carried out.



1. Safety Officer continues to receive periodic updates from Assistant Safety Officers in the field to ensure compliance with Safety Plan and Messages.
2. The best way the Safety Officer can assess progress is to get out into the field. Consider an overflight, boat ride or vehicle recon of the incident to assess progress.
3. Tour the ICP and other facilities to gauge the safety culture by talking with players on the Incident Management team. Take quick action on any violations or potential problems. See Hazard/Risk Identification Checklists on page 99.
4. Review outstanding actions from ICS-233.
5. Obtain Assistant Safety Officer briefings from the field prior to the UC Objectives meeting.
6. Ensure the Site Safety and Health Plan is a "living" document. See detail on next page.

The Living Site Safety and Health Plan

The Site Safety and Health Plan should be a "living" document, in other words continually updated to reflect the dynamic nature of emergency incidents. Assistant Safety Officers in the field should be documenting plan violations, near misses as well as model performances and best practices. Form H of the ICS-208 is a Site Safety Enforcement Log, which allows Assistant Safety Officers to document safety activities and then ensure such activities are addressed by future Safety Plans.

1. Safety Officer Activities in the Field. Below are example activities that can be performed in the field:
   a. Conduct formal field audits,
   b. Create and implement a safety awards program,
   c. Create a Safety Suggestion Box to allow employees to anonymously report unsafe actions and to encourage innovation,
   d. Continually inspect food, water and sanitation facilities,
   e. Verify training records,
   f. Post Safety Signs and Posters: (ex. SAFETY FIRST, INJURIES LAST),

g. Encourage the practice of emergency procedures and alarms.

2. Work with OSC to manage work assignment risks and mitigate hazards.

h. Tactical Operations are following the IAP (except as modified by the OSC).

i. OSC/Deputy OSC has good situational awareness.

j. Progress is being made to meet operational objectives.

k. Chain of Command is well established with good communication up and down.

l. Emergency procedures are established and are understood by responders.

m. Personnel are receiving good briefings.

n. Expectations are clearly understood.

o. Operations Section personnel are working as a team.

p. Command's Priorities and Objectives are clear.

q. Sufficient trained personnel are available to execute the tactical work assignments safely.

r. Proper PPE is being utilized.

s. Hazards are being addressed in coordination with the Operations Section Chief.

t. Span of Control is within acceptable limits.

u. The public is out of harm’s way and not impeding operations.

Family Meeting

This purpose of this meeting is to keep your subordinates informed about Command's direction and how the role they play ties in to achieving that direction. This is just good leadership so it is imperative that you conduct this meeting – at least once a day!

1. If at all possible set a standard time and place for this meeting. A good time to hold this meeting is following the Command and General Staff meeting when you have just received your direction.
2. Ensure all personnel are present or accounted for. For the duration of the incident, these personnel work for you. Take care of them and the will take care of you.
3. Situation update – This helps your staff know how the work they are doing is supporting the response.
4. Current activities – Identify the work expected of your staff during this operational period to get ready for the next one.
5. Compliment – Praise their actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.
6. Remind your staff to fill out the ICS-214 daily.

Debrief

Upon completion of the shift or operational period, the SOFR should collect information from subordinates on lessons learned and be prepared to present this during the Command and General Staff meeting.

1. Debrief all subordinates on progress.
   a. Note percent of work completed.
   b. Note resource utilization and effectiveness (e.g. are these assets the right tools for the job and were there enough, too many or too few?).
2. Note any safety concerns (slips, trips falls, etc.).
3. Ensure all pilferable resources are either transferred to oncoming shift, or secured.
4. Collect all forms of documentation (e.g. ICS-213RRs, ICS-214, logs, etc).
5. Ensure ICS 214, Unit Log, is complete (all key events), accurate and signed (See example on page 95). Provide original ICS 214 to Documentation Unit. Keep a copy for yourself.
6. Ensure logistical issues discussed prior to releasing subordinates (refuel, replenish, secure gear, food and lodging, etc).

Other Meetings

Depending on the incident, there are many meetings and briefings that can and do take place. Some are ad hoc and some are scheduled. Those listed below are just some that a SOFR may be involved in.

- Demobilization – Depending on the volume of resources scheduled for demob, the Demobilization Unit Leader may schedule a briefing to go over important points.
- Town Hall meeting – This meeting enables Command to address specific issues in a community.

Other Incident Command Post Activities

Lead Personnel

Below is a general task checklist that should be completed as soon as possible after arriving at an incident. A Personnel Evaluation Criteria check list is included on page 13.

1. On-scene leadership is primarily a function of will and skill. You may have subordinates who routinely report to you in your regular job. More likely, however, is that you will have a mix of subordinates (federal, state, local, contractor, volunteer, etc). You may only see them as a group once, or you may be together for an extended period.
2. You are faced with deciding, amongst many other things, whether they have the skill to do the job as well as the will. For instance, volunteers are often short on skill but long on will. Sometimes you have personnel who have the skill but not the will to do the job.
3. Dealing with problems: Generally, you don't have a lot of time to get people to work together nicely. If they do, great. If they don't, you need to figure out how to get through the shift (operational period) if you can or replace the trouble spot if you can't. You need to deal

with problem personnel at the lowest level. Document performance issues so they can be dealt with post-incident as necessary and so they don't impact the next incident.

4. Communicate expectations: What are the key accomplishments that you expect to meet during the current operational period and/or future operational periods? Make sure you communicate them clearly. In an emergent environment keeping your expectations clear and simple is the path to success. If you have recurring expectations, write them down and post them (e.g. During the daily Family Meeting, all Safety Unit Leaders will provide a written summary of support provided and issues of concern in the past 24 hours and resources / issues expected in the next 24 to 48 hours).
5. When are you no longer responsible for the subordinates assigned to you? Generally when you have ensured that they have food, berthing and transportation until they report to work again.
6. Foster Teamwork: There are many issues you will face in directing your section. Many are related to how well you can work as a team.

Safety

Below is a general task checklist regarding risk management. As a member of the leadership cadre of the Incident Management Team (IMT) you are responsible for the safety of your personnel while they are assigned to you. You accomplish this by:

1. Providing your subordinates with Personal Protective Equipment (PPE) appropriate to the task(s).
2. Organizing your subordinates, equipment and tactics to minimize risk. As the Subject Matter Expert (SME), it is up to you to decide how to manage your assigned resources to safely and effectively accomplish the task.
3. Adapting to changing conditions including: Weather, Fatigue and Unexpected hazards.
4. Stopping unsafe actions.
5. Reporting mishaps if they occur (see example on page 97, ICS-237-CG, MISHAP Reporting Record).
6. Providing feedback – Make sure that everyone has an opportunity to learn about MISHAPS or near-MISHAPS. It is good leadership and may avert accidents later.

Near-Miss Accident Investigation and MISHAPS

As a Safety Officer you may or may not have the authority to investigate accidents or near-miss events. It is your job to see that appropriate investigations are conducted.

1. Work with the Liaison Officer to see that agencies involved are notified.
2. Provide leadership and coordination to support investigations.
3. Participate as directed by Command.

The ICS-237 MISHAP Reporting Record (See example on page 97) is designed to record incident MISHAPS.

1. Used only when directed by SOFR.
2. Not a replacement for the MISHAP system.
3. Used to document accident, injury, illness, property damage and high potential accident occurrence.
4. Filled out at the field level (DIVS, GSUL, VSUL, MEDL) and transmitted to the SOFR.
5. SOFR is responsible for entering the information into the e-MISHAP reporting system.

Documentation

Below is a general task checklist of activities that should be documented for each work assignment on the ICS 214 (See Appendix L– Example ICS 214, Unit Log on page 95).

1. List all personnel in attendance
2. Document key activities including:
   a. Attendance at key meetings.
   b. Resource breakdowns that impact command objectives.
   c. Personnel injuries.
   d. Completion or percent completion of work assignment.
   e. Secure from ICP.
3. Copy for yourself – While this is not mandatory, it is highly recommended. You should get in the habit of keeping copies of all ICS-214(s) you generate for every incident you are on. DON’T count on the incident keeping track of your specific work product. If it is important to you, keep a copy for yourself.
4. Turn the original of the ICS-214 into the Documentation Unit daily.

Demobilization

Below are responsibilities applicable to the SOFR's input to the Demobilization Plan.

1. What are the key safety processes and/or documentation that must be completed before a responder or resource is allowed to leave the incident? Suggest mitigation/control measures:
   a. Rest before travel guidelines
   b. Equipment/Vehicle inspection procedures
   c. Responder medical screening programs
2. Participate in IMT demobilization meeting.
3. Brief replacement as necessary.
   a. Safety Staff resources (personnel, equipment)
   b. Safety processes
   c. Current assignments of note (ICS-233)
   d. Key relationships with other IMT members
4. Replenish supplies.
5. Forward documentation to Documentation Unit.
6. Complete ICS 221, Demobilization Check-out sheet.

Appendices

Appendix A – Functional interactions
Appendix B – Go-kit Supply List
Appendix C – Example Safety Organization
Appendix D – Example ICS-202, Objectives and The Overall Safety Message
Appendix E – Example ICS-204, Assignment List and Specific Safety Message
Appendix F – Example ICS-205, Comms Plan and Evaluation Criteria
Appendix G – Example ICS-206, Medical Plan and Evaluation Criteria
Appendix H – Site Safety & Health Plan Requirements and the ICS-208
Appendix I – Evaluating Hazard/Risk and Example ICS-215a, Hazard/Risk Analysis Worksheet
Appendix K – Example ICS-213RR Resource Request Message
Appendix L – Example ICS-214, Unit Log
Appendix M – Example ICS-237, Incident MISHAP Reporting Record
Appendix N – Hazard/Risk Identification Checklist for Facilities
- N1 – Hazard/Risk Identification for the ICP
- N2 – Hazard/Risk Identification for Staging Areas
- N3 – Hazard/Risk Identification for the Helibase
- N4 – Hazard/Risk Identification for the Base

Appendix O – Conversions and Equivalents
Appendix P – Safety “P”

Appendix A – Functional Interactions

Inputs/ Outputs

Below is an information exchange matrix/functional interactions to assist the Safety Officer with obtaining information from other ICS positions and providing information to ICS positions.

MEET With	**WHEN**	**SOFR OBTAINS**	**SOFR PROVIDES**
IC/UC	Upon arrival	Safety Objectives and UC specific tasking	Commitment to accomplish objectives.
Initial SOFR or Safety Staff	Upon arrival	Briefing on major issues, responsibilities, Safety Organization, Hazard Assessment, Risk Analysis, Safety Plan	Commitment to keeping responders and the public safe.
OSC	Upon arrival, Before & at Tactics Meeting, Various times.	Operational safety concerns, obstacles and issues.	Commitment to keep responders safe and to work as ***a partner*** to assist Operations in carrying out tactics safely. Specifically provide:

			• ICS-215a Hazard Risk Analysis • Safety Plan • Safety Briefings to Responders
PSC	Upon arrival, Before & Tactics Meeting, In prep the IAP, Various times.	ICS Forms 202, 203, 204, 205, 206, 208	ICS-208 Site Safety & Health Plan, and appropriate sections of ICS forms completed. Ancillary plans: decon plan, air monitoring plan, personnel sampling plan.
LSC	Upon arrival, Tactics Meeting, After Tactics Meeting, Various times.	Needed Assistant Safety Officers, Technical Specialists, Safety Equipment for field personnel	Specific technical information on types of personnel and equipment resources needed to accomplish UC objectives and Ops work assignments.
FSC	Upon arrival, As needed.	Commitment to purchase recommended safety equipment.	Full accessibility on financial questions related to safety resources.
LNO	As needed.	Notification when representatives	Full accessibility to address any

		from safety organizations or agencies arrive.	concerns from safety organizations and agencies.
PIO	As needed.	Media inquiries or releases that include safety related issues.	Accessibility to provide technical input on safety issues and be available to review media releases containing safety information.
INTO	As needed.	Threat intelligence that indicates a risk to responders.	Reports of suspicious activities or persons from assistant Safety Officers in the field.
STAM	As needed.	Status of safety in staging areas. Status of safety equipment and resources in staging area (decon, eye-wash, EMS, etc.)	Assistant Safety Officers, Technical advice, Safety Plan.
DIVS TFL STL	During Ops Briefing and as needed.	Feedback on Safety Plan and program. Information on safety issues specific to the	Safety Plan, Assistant Safety Officer, support, Technical assistance and support for

		Division/Group, Task Force or Strike Team.	resolving unit specific challenges.
SITL	As needed.	Weather update, Accident reports, Near-miss reports, Toxic plume migration, Fire trajectory, oil spill trajectory.	Safety Officer contact information, Observations from Assistant Safety Officers in the field.
RESL	As needed.	Status of Assistant Safety Officers and other resources ordered. Work hours of individuals and groups (for fatigue).	Status and number of Safety Officer staff.
DOCL	As needed.	Copies of Safety Plans, IAPs, Decon Plans and other ancillary safety plans.	Originals of Safety Plan, Safety messages, photographs, 214's, accident reports and all other safety related documentation.
DMOB	As needed.	Demobilization Plan. Status of demobilized personnel or those awaiting demob.	Safety message for demob plan. Review of demob plan.

ENVL	As needed.	Environmental hazard data, Information on decon agents, Information on removal techniques.	Feedback on environmental hazard data, Review of cleaning agent data and removal techniques.
SPUL	As needed.	Status of safety supplies ordered.	Information on types and number of safety equipment. Review of safety resource purchases if requested.
FACL	As needed.	Facility locations and staffing numbers.	Safety audits and recs for improving facility safety.
VSUL GSUL	As needed.	Number and types of vessel and ground resources.	Safety audits, Review of traffic mgt plans, Review of vessel and vehicle safety equipment.
FDUL	As needed.	Food safety management procedures and plan.	Food safety audit, Review of food mgt procedures and plan.
MEDL	Prior to	Accident	Review of Medical

	IAP approval. As needed.	information, Medical Plan (ICS-206).	Plan, Copy of Accident Report.
COML	Prior to IAP approval. As needed.	Communications Plan (ICS-205), Comms problems.	Review of Comms Plan to ensure efficient Comms for safety emergencies. Support Comms Unit Leader in obtaining Comms equipment needed in order to safely execute tactical operations.
COST	As needed.	Costs of safety equipment.	Potential safety cost saving measures.
TIME	As needed.	The amounts of time units and personnel have been working (fatigue).	Information on safety related issues.
PROC	As needed.	Status of safety equipment purchased, and technical specialist contracts.	Review of less-expensive safety equipment alternatives.

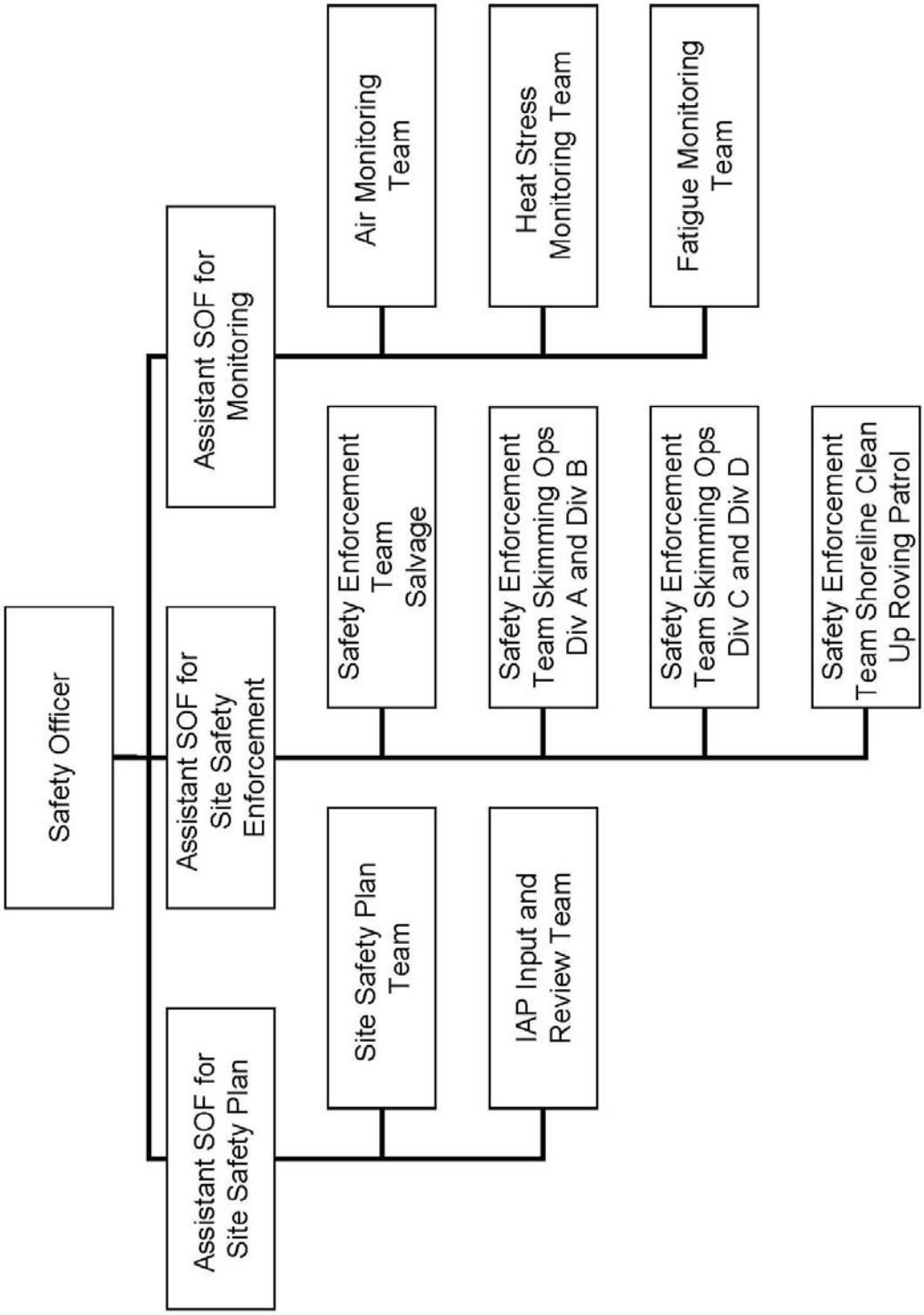
		Assurances that the proper safety equipment is purchased.	
COMP	As needed.	Status of responder compensation claims. Assurance that proper compensation procedures are in place to address injuries and illnesses.	Early notification of accidents, injuries or illnesses. Copy of accident reports if requested.
THSP (Safety related)	As needed.	Product information, Chemical risk analysis and Regulatory Compliance expertise.	Commitment to develop strong partnerships with private, public and government safety entities.

Appendix B – Go-kit Supply List

Item Name	#	Unit	Description
Safety Officer Vest	3	Ea	White Vest with Inserts
ICS Forms Catalog	1	Ea	
ICS Forms	20	Ea	ICS-208, 213, 213RR, 214, 215a, 237
ICS Laminated Form	1	Ea	Form 215a 18” x 24”
Sunscreen	1	Ea	
Sunglasses	1	Ea	
Warm/cold/rain gear, if needed	1	Ea	
Notebook – recommend “Write-in-the-Rain”	10	EA	
Incident Management Handbook	2	Ea	
NIOSH Pocket Guide to Chemical Hazards	2	Ea	
ACGIH TLVs and BEIs, current addition	2	Ea	
North American Emergency Response Guide Book	2	EA	
CHRIS and NIOSH Pocket Guide CDs	2	Ea	
Cellular phone and pager	2	Ea	
Laptop computer with internet/CD capabilities	2	EA	
Ask for MSDS and toxological data on product(s) if available	1	EA	
Post-it Notes	1	Pk	3 x 3
Post-it Notes	1	Pk	3 x 5
Binder clips	1	Pk	Assorted Sizes
Blue and Red Pens	1	Bx	
Highlighters	3	EA	
Post-it Tabs	4	Ea	
Writable Tabs	1	Pk	
“Sign Here” Arrows	1	Pk	

Appendix C – Example Safety Staff Organization

This is an example Safety Staff organization which could be larger or smaller depending on incident needs



Appendix D - Example ICS-202, Incident Objectives and the Overall Safety Message

A General Safety Message should be included on the ICS-202 for every IAP. The message should key in on hazard mitigation, specifically those activities where catastrophic injury or los of life could occur. If there is not enough room on the ICS-202, consider a separate Overall Safety Message to communicate hazard mitigation efforts.

If using a separate Overall Safety Message, it should be on a one page sheet, is usually colored in a bright red or yellow (to draw attention to it), and should emphasize the top safety priorities and safeguards for the incident. It is an optional form, used primarily to provide additional emphasis on a serious safety issue. The message should be short and in bullet form for easy reading. This message contains the most important safety information to communicate to Operations and its subordinate units. An example is provided on the next page.

SAFETY MESSAGE

SANGRIA RIVER OIL SPILL

Operational Period: 9/16/2010 1900 to 0700

TAKE "A I M"

Anticipate, Identify, Mitigate
All Hazards

- Minimum staffing tonight. Use buddy system, watch out for each other.
- Stay clear of high crime areas. Report all suspicious activities.
- Boat operations **suspended** for the night due to low visibility and rough weather.
- Thunderstorms forecasted, all shoreline cleanup operations must be suspended when thunder or lightening is present.
- Ensure shoreline cleanup areas are well lighted to prevent slips, trips and falls.
- Know the Communications Plan and who you need to contact in the event of an emergency.

Example ICS-202, Incident Objectives

1. Incident Name MIRLO INCIDENT	2. Operational Period (Date/Time) From: MM/DD/YYYY 0900 To: MM/DD/YYYY 0900	INCIDENT OBJECTIVES ICS 202-CG

3. Objective(s)

1. Protect the health and safety of the public and responders.
2. Protect sensitive areas to minimize impact to the environment, cultural, subsistence, and economic resources and property.
3. Assess condition of vessel and prepare alternative courses of action for review. Handle response in order: ordnance removal, hazmat removal, and oil removal.
4. Evaluate the feasibility of source control and on-water recovery operations, develop plans, and implement if needed.
5. Provide wildlife recovery and rehabilitation as needed.
6. Mobilize resources needed for the response.
7. Develop an incident command organization suited to expected needs and contingencies.
8. Provide thorough liaison with local agencies as needed.
9. Provide proper documentation of the response.

4. Operational Period Command Emphasis (Safety Message, Priorities, Key Decisions/Directions)

1. Safety of personnel is top priority for each stage of this response.

Approved Site Safety Plan Located at: ICP Sector Hiatusport

5. Prepared by: (Planning Section Chief) F. Shelley	Date/Time MM/DD/YYYY 0700

Appendix E – Example ICS-204, Assignment List and Specific Safety Messages

1. Incident Name Hurricane Katrina	2. Operational Period (Date/Time) From: 12SEP05 0700 To: 13SEP05 0700	Assignment List ICS 204-CG
3. Branch SAR Branch	4. Division/Group/Staging River Division	

5. Operations Personnel Name Affiliation Contact # (s)

Operations Section Chief: CAPT Muller (504) 202-3116

Branch Director: CDR Adam Shaw (504) 846-5923

Division/Group Supervisor/STAM: CGC Harriet Lane

6. Resources Assigned "X" indicates 204a attachment with additional instructions

Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# of Persons	Reporting Info/Notes/Remarks	
WMEC CGC Harriet Lane	CGC Harriet Lane	SATCOM: 011 870-262-988-960		CBD Task Force	☐
41' UTB - 41400	CGC Harriet Lane			CBD Task Force	☐
41' UTB - 41426	CGC Harriet Lane			CBD Task Force	☐
41' UTB – 41436	CGC Harriet Lane			CBD Task Force	☐
41' UTB – 41457	CGC Harriet Lane			CBD Task Force	☐
41' UTB - 41475	CGC Harriet Lane			CBD Task Force	☐
TPSB – 25119	CGC Harriet Lane			CBD Task Force	☐
TPSB – 25120	CGC Harriet Lane			CBD Task Force	☐
TPSB – 25121	CGC Harriet Lane			CBD Task Force	☐
TPSB - 25123	CGC Harriet Lane			CBD Task Force	☐

7. Work Assignments
Conducte maritime security activities on Lower Mississippi River (LMR). Enforce Naval Vessel Security Zone (NVSZ) operations for USS Iwo Jima as per OPORDER Storm Surge. Conduct escorts and increase waterside security IVO MCI/KA and critical petroleum facilities.

8. Special Instructions
MAINTAIN SITUATIONAL AWARENESS AT ALL TIMES. Be mindful of slips, trips and falls. Remain hydrated, wear sunscreen, watch for environmental hazards (wildlife, insects, etc.) Report all safety concerns to the Safety Officer.
CG policy regarding body recovery remains in effect-------We do not engage in body recovery operations.

Logistical Challenges: Food, water, shelter, fuel, sewage disposal, locating safe moorings, widespread civil unrest, comms. Maintain comms w/ Staging Area Manager to ensure CG and other agency SAR technicians have adequate food, water, and operationally critical equipment. Current CG DART crews are not weapons qualified and not capable of arming themselves. Body armor has been ordered; ETA TBD.

9. Communications (radio and/or phone contact numbers needed for this assignment)

Name/Function	Radio: Freq./System/Channel	Phone	Cell/Pager	
Safety - CDR Church		(318) 445-8229	(757) 647-1007	
Logistics Day - CDR Croke			(504) 214-9967	
Logistics Night – CDR Kaschel		(318) 445-5218		

Emergency Communications

Medical _____ Evacuation _____ Other _____

10. Prepared by ENS Kulesa	Date/Time	11. Reviewed by (PSC) LCDR Sheffield	Date/Time/	12. Reviewed by (OSC) LT Denning	Date/Time

Example ICS-204 Specific Safety Messages:

- Conduct operations with safety of personnel a priority.
- All personnel are to utilize appropriate PPE including Life Jackets, steel toed shoes, etc.
- All personnel must wear life jackets in waterfront area.
- All responders must wear appropriate PPE for equipment utilized.
- All personnel are to sign the Site Safety & Health Plan prior to going on shift.
- Follow guidelines set forth in the Site Safety & Health Plan (see ICS-208).
- Conduct safety briefing for all responders, prior to entry / debrief prior to demobilization / after ops completed.
- DIVS should evaluate hazards and risks accordingly to limit potential for accidents. Keep the Operations Section Chief and Safety Officer informed of any increased hazards/risks.
- All responders to be certified in HAZWOPER Training prior to assignment.
- Use caution and avoid contamination by the chlorine and or the oil. Decontamination Unit is in Marine Street Staging.
- Minimize contact with contaminants and victims.
- Ensure wastes are properly disposed of IAW Federal and State regulations.
- Take special precautions during night operations as conditions become much more hazardous and the chance for accidents increase. Light towers are located at Marine Street Staging.
- Advise Safety Officer of all MISHAPs, injuries/illnesses.
- All injuries will be reported to either the Emergency Medical Technician (EMT) in staging or Safety Officer.
- For medical emergencies, notify the ICP immediately.
- MAINTAIN SITUATIONAL AWARENESS AT ALL TIMES.
- Be mindful of slips trips and falls.
- Remain hydrated, wear sunscreen, watch for environmental hazards (wildlife, insects, etc).
- Operate vehicle IAW all applicable laws/regulations.
- Exercise extreme caution when embarking/disembarking vessels.
- CG policy regarding body recovery remains in effect - We do not engage in body recovery operations.
- Report all safety concerns to the Safety Officer.

Appendix F – Example ICS-205 Communications Plan and Evaluation Criteria

1. Incident Name HURRICANE KATRINA	2. Operational Period (Date / Time) From: 12SEP05 0700 To: 13SEP05 0700	INCIDENT RADIO COMMUNICATIONS PLAN ICS 205-CG

3. BASIC RADIO CHANNEL USE

SYSTEM / CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS
SIPRNET INSTALLER		SIPRNET	703 313-5965		CWO RENE AUBUCHON ENROUTE
SWS III		SWS III SYSTEM MANAGER	314-539-3900 X 2360 CELL 314-324-0478		MIKE
UNIFIED COMMAND		USCG REPRESENTATIVE	703-669-7861 800-311-0947		LCDR GILREATH
TMACC SUPPORT		TMACC	757-575-6282		IT1 PECKHAM
TMACC SUPPORT		TMACC	757-620-6440		ET1 HERRING
TMACC ENGINEERING SUPPORT		TMACC	757-450-3745/IRIDIUM 00-881676326573		MK1 TILL - IS CURRENTLY IN BELLE CHASE ASSISTING W/GENERATOR.
CIVIL AIR PATROL		PHONE	(CELL) 337 304-2941/ 310-1603		COL ROCK PALERMO

4. Prepared by: (Communications Unit) COMMS Unit Leader	Date / Time 11SEP05

INCIDENT RADIO COMMUNICATIONS PLAN ICS 205-CG (Rev.07/04)

When evaluating the ICS-205 Communications Plan:

- Is the information detailed enough to facilitate good communication?
- Do all Divisions and Groups have a tactical frequency assigned?
- Is there a frequency assigned to logistical support without tying up tactical or command channels?
- Is there a channel for requesting medical aid?
- Is there a central command channel?
- Are responders training to implement the Communications Plan?

Appendix G – Example ICS-206 Medical Plan and Evaluation Criteria

ICS 206 - Medical Plan

Incident:	MV Athos I	**Prepared By:**	Medical Unit Leader at 12/2/2004 09:00
Period:	Period 7 (12/3/2004 06:00 - 12/4/2004 06:00)	**Version Name:**	Medical Plan

First Aid Stations

Name	Location	EMT (On-Site)	Phone	Radio
Sick Bay	MSO/GRP Philadelphia	No		

Transportation (Ground and/or Ambulances Services)

Name	Location	EMT	Phone	Radio
Thomas Jefferson University Hospital	Philadelphia, PA - United S	Yes	(215) 955-6000	
Public Ambulance Service	Philadelphia, PA - United S	Yes	911	

Hospitals

Name	Location	Helipad	Burn Center	Phone	Radio
Thomas Jefferson University Hospital	Philadelphia, PA - United	Yes	No	(215) 955-6000	
Pennsylvania Hospital	Philadelphia, PA - United	No	No	(215) 829-3000	
Methodist HospitalDiv, Thomas Jeffer	Philadelphia, PA - United	Yes	No	(215) 952-9000	
Hahnemann	Philadelphia, PA - United	No	No	(215) 762-7000	
St. Agnes Burn Treatment Center	Philadelphia, PA - United	No	Yes	(215) 339-4100	
University of Pennsylvania Hospital	Philadelphia, PA - United	Yes	No	(215) 662-3920	
Crozer Medical Center	Upland, PA	Yes	Yes	(610)447-2000	ER (610)4
Cooper Hostipal University Medical C	Camden, NJ - United Stat	Yes	No	(856-342-2345	
Christians Care Hospital	Wilmington, DE - United S	Yes	No	(302) 733-1000	
St. Francis Hospital	Wilmington, DE - United S	Yes	No	(302) 421-4590	

Special Medical Emergency Procedures

Document all incident related injuries/illnesses. Report to Medical Unit Leader and Safety
Communicate any and all loss of degradation of medical services/resources to the Incident Commander (IC)

ICS 206 - Medical Plan	Printed: 12/2/2004 06:28	Page 1 of 1	© 1997-2004 dbSoft, Inc.

When Evaluating the ICS-206, Medical Plan:

- Is the information detailed enough to facilitate getting medical care to responders when required?
- Are the identified medical facilities capable of providing needed care in a timely manner?
- Is there a clear line of communication identified in the Medical Plan?
- Is the location and capability of each medical facility clearly described within the plan?
- Are the medical emergency reporting procedures clear?

Appendix H – Site Safety & Health Plan Requirements and the ICS-208-CG

Required by Law and Regulation: Hazardous Waste Operations and Emergency Response (29 CFR, Part 1910.120)

- Site Safety & Health Plan (SSHP) Requirement: 29 CFR 1910.120(b)(1)(i) "Employers shall develop and implement a written safety and health program for their employees involved in hazardous waste operations. The program shall be designed to identify, evaluate, and control safety and health hazards, and provide for emergency response for hazardous waste operations."

Site Safety & Health Plan Definition of a Hazardous Material: 1910.120(a)(3)

- "A chemical, mixture of chemicals or a pathogen for which there is statistically significant evidence based on at least one study conducted in accordance with established scientific principles that acute or chronic health effects may occur in exposed employees."

Required Components: 1910.120(b)(1)(ii):

- The written safety and health program shall incorporate the following:
- Organizational structure
- Comprehensive workplan
- Site-specific safety and health plan

- Safety and health training program
- Medical surveillance program
- Standard operating procedures for safety and health
- Interface between general program and site specific activities

ICS-208-CG Site Safety & Health Plan

- Meets U.S. regulatory requirements for a Site Safety & Health Plan
- Enforcement & feedback loop
- ICS Compatible - Complements the Incident Action Plan (IAP)
- Checklist vs. wordy - moderately easy to complete; easy to use.
- Provides direction and documentation of incident safety activities and requirements
- Communicates Direction - Gives written direction to field responders and supervisors of what is required to keep personnel safe and document safe work practices

Other ICS Forms cover other regulatory Aspects:

- ICS-201, ICS-203 - Organizational Structure
- ICS-201, 203, 205 - Lines of Communication
- IAP - Comprehensive Workplan
- ICS-206 - Medical Plan
- IAP - Alarms, Illumination
- IAP - Food Handling, Toilets

Information Sources to Develop the ICS-208:

- Material Safety Data Sheet (MSDS)
- Contingency Plans
- Emergency Response Plans
- ICS-215a, Hazard/Risk Analysis
- Technical Specialist
- Chemical Manufacturer
- Chemtrec 1-800-434-9300
- Work Analysis Matrix, ICS-234
- ICS-215, Operational Planning Worksheet
- Operations Section Chief

Example ICS-208 Site Safety & Health Plans can be found on Homeport in the ICS Library Forms (http://homeport.uscg.mil/ics/).

ICS-208-CG Site Safety & Health Plan Table of Forms

Because the Complete ICS-208 is 32 pages long, it was not included in this Job Aid. Blank and Example ICS-208 Site Safety & Health Plans can be found on Homeport in the ICS Library in the Forms section (http://homeport.uscg.mil/ics/). The first page is shown below:

Site Safety and Health Plan ICS-208-CG (rev 9/06)

Incident Name: _____ **Date/Time Prepared:** _____ **Operational Period:** _____

Purpose. The ICS Compatible Site Safety and Health Plan is designed for safety and health personnel that use the Incident Command System (ICS). It is compatible with ICS and is intended to meet the requirements of the Hazardous Waste Operations and Emergency Response regulation (Title 29, Code of Federal Regulations, Part 1910.120). The plan avoids the duplication found between many other site safety plans and certain ICS forms. It is also in a format familiar to users of ICS. Although primarily designed for oil and chemical spills, the plan can be used for all hazard situations.

Questions on the document should be addressed to the Coast Guard Office of Incident Management and Preparedness (G-RPP).

Table of Forms

FORM NAME	FORM #	USE	REQUIRED	OPTIONAL	ATTACHED
Emergency Safety and Response Plan	A	Emergency response phase (uncontrolled)	X		
Site Safety Plan	B	Post-emergency phase (stabilized, cleanup)	X		
Site Map	C	Post-emergency phase map of site and hazards	X		
Emergency Response Plan	D	Part of Form B, to address emergencies	X		
Exposure Monitoring Plan	E	Exposure monitoring Plan to monitor exposure	X		
Air Monitoring Log	E-1	To log air monitoring data	X*		
Personal Protective Equipment	F	To document PPE equipment and procedures	X*		
Decontamination	G	To document decon equipment and procedures	X*		
Site Safety Enforcement Log	H	To use in enforcing safety on site		X	
Worker Acknowledgement Form	I	To document workers receiving briefings		X	
Form A Compliance Checklist	J	To assist in ensuring HAZWOPER compliance		X	
Form B Compliance Checklist	K	To assist in ensuring HAZWOPER compliance		X	
Drum Compliance Checklist	L	To assist in ensuring HAZWOPER compliance		X	
Other:					

**Required only if function or equipment is used during a response*

Appendix I – Evaluating Hazard/Risk and Example ICS-215a-CG Hazard/Risk Analysis Worksheet

Risk is the probability that an activity or work assignment will result in a mishap or accident. All activities have some associated level of risk. Our job as Safety Officers is to identify and quantify risk, inform others and implement measures to mitigate or reduce risk. In other words, manage risk.

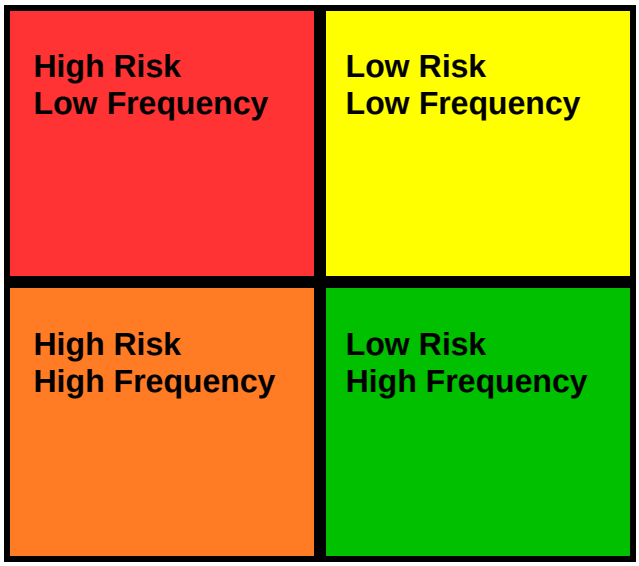
Steps in Analyzing Risk

1. With the OSC Identify hazards within the incident environment.
2. With the OSC categorize high and low risk activities or work assignments.
3. Determine the benefit or gain from conducting these activities.
4. Consider canceling or delaying any high risk activity that has little or no benefit or gain.
5. For high risk activities with a high benefit mitigate the hazard with managerial resources such as protective equipment, training and experience.

In Operational Risk Management, a prioritization process is followed whereby the risks with the greatest loss and the greatest probability of occurring are handled first. Risks with lower probability of occurrence and lower loss are handled in descending order.

Prioritizing Risk Potential

- High Risk – Activity likely to cause serious injury or death
- Low Risk – Activity unlikely to cause serious injury or death
- High Frequency – Resources are experienced in responding to and conducting these activities or tactics
- Low Frequency – Resources are inexperienced in responding to and conducting these tactics



GREEN - Low Risk Activity conducted by Resources who do the job frequently
RED - High Risk Activity conducted by Resources who rarely do the job

High Risk activities can then be broken into two categories:

- Activities which move slowly and have ample time for decision making.
- Activities which move quickly and have very little time for decision making.

The OSC and SOFR as a team:

1. Identify Mission Tasks
2. Categorize Hazards & Risks
3. Determine benefit or gain
4. Cancel or delay high risk activities with no gain
5. Mitigate Hazard or Risk
6. Execute Decision
7. Monitor Situation

Steps 1-5 are developed on the ICS-215a. Steps 6 and 7 are done in the field.

Example ICS-215a Hazard/Risk Analysis

INCIDENT ACTION PLAN SAFETY ANALYSIS

1. Incident Name: MIRLO
2. Operating Period: DDMMYY 0600-0600

3. DIVISION/ GROUP/ OTHER LOCATION	4. Work Assignments	5. Gain		6. HAZARDS	Chem Exposure	Irritant	Drowning	Tripping	Heat Stress	Poor Lifting	Sun Burn	Fatigue	Noise	Fire/Explosion		7. CONTROLS	Training	Air Monitoring	Chem PPE	U/W PPE	Drink Fluids	Sunblock/Sunglasses	Work/Rest Period	Distance	Hearing Protection	8. ORM SEVERITY	PROBABILITY	EXPOSURE	GAR
Oil Rec Group	Boom vessel, recover spilled product, conduct pre-impact and shoreline clean up	Human Health	X	Check	X	X	X	X	X	X	X	X	X	X		Check	X	X	X	X	X	X	X		X	3	4	2	24
		Security																											
		Environment	X																										
		Economy	X																										
Safety Zone Group	Enforce Safety Zone around vessel	Human Health	X	Check			X	X	X	X	X	X	X			Check	X	X		X	X	X	X	X	X	2	2	3	12
		Security	X																										
		Environment	X																										
		Economy	X																										
Thumb Pt Staging	Maintain Resources for immediate use	Human Health		Check				X	X	X	X	X				Check	X				X	X	X			2	2	2	8
		Security																											
		Environment	X																										
		Economy	X																										
		Human Health		Check												Check													
		Security																											
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		Human Health		Check												Check													
		Security																											
		Environment																											
		Economy																											

ICS-215A-CG (rev 6/06)	Operational Risk Management Key	Scale	1	2	3	4	5
		Severity	Slight	Minimal	Significant	Major	Catastrophic
		Probability	Remote	Un-likely	50/50	>50	Very Likely
		Exposure	Below Avg	Avg	Above Avg	Great	N/A

Gar Scale #	1-19	20-39	40-59	60-79	80-100
Risk	Slight	Possible	Substantial	High	Very High
Color	Green	Amber	Red	Red	Red
Action	Possibly Acceptable	Attention Needed	Correction Required	Immediate Correction	Discontinue/ Stop

9. Prepared by (Name and Position)

M. Smith, SOFR

ICS 215a Instructions

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS-215A-CG (rev 6/06))
Instructions for filling out the form

Purpose: The purpose of this worksheet is to aid the Safety Officer in completing an operational risk assessment to prioritize hazards and develop appropriate controls.

Preparation: During the Incident Action Planning cycle where the Operations Section Chief (OSC) is preparing for the tactics meeting, the Safety Officer works alongside the OSC and completes the Incident Action Plan Safety Analysis. This sheet mirrors the ICS 215 form. Work assignments are listed along with associated hazards. A calculation is made that determines what level of risk each work assignment poses. For those assignments having significant risk, controls are developed for safeguarding responders. The net risk is evaluated against the gain. The Incident Commander should be alerted to all safety hazards that receive an amber or red GAR rating after controls have been established.

Distribution: The Operational Hazard Worksheet is attached to the Incident Site Safety Plan and is distributed according to the instruction for Site Safety Plans.

Instructions:

Item #	Item Title	Instructions
1	Incident Name	Print the name assigned to the incident.
2	Date/Time Prepared	Enter date (month, day, year) and time prepared.
3	Division/Group	Enter the Branch, Division or Group title in abbreviated form.
4	Work Assignment	List the work assignment for each Branch, Division or Group.
5	Gain	Check the gain that is achieved when the work assignment is accomplished.
6	Hazards	Using the IAP Safety Analysis Aid (page 2), list the type of hazards likely to be encountered for the work assignment. Place a check mark in the box below the hazard.
7	Controls	Using the IAP Safety Analysis Aid (page 2), list the type of controls likely to be used for addressing the hazards listed. Place a check mark in the box below the control.
8	GAR	Using the "Key", assign a number from 1 to 5 based on the level of severity, probability and exposure. Multiply all numbers together to get a total. Enter this number into the total column. Gar means **G**reen, **A**mber, **R**ed. Using the GAR scale on the bottom of the sheet, assign a color, risk level or action phrase in this block.
9	Prepared by	Enter the name of the person who completed this worksheet.

ICS 215a Instructions (cont)

ICS-215A-CG INCIDENT ACTION PLAN SAFETY ANALYSIS AID

HAZARDS:

Physical	Chemical/Biological	Human
• Slipping	• Explosion	• Violence
• Tripping	• Flammable	• Poor Lifting
• Fall	• Air Reactive	• Repetition
• Overhead	• Water Reactive	• Excessive Force
• Heat Stress	• Chem Reactive	• Poor posture
• Cold Stress	• Alpha Rad	• Awkward motion
• Electrical	• Beta Rad	• Fatigue
• Blunt Objects	• Gamma Rad	• Poor hygiene
• Sharp Objects	• X Rad	• Illness
• Noise	• Bio-weapon	• Alcohol/Drugs
• Vehicle	• Chem-weapon	• Over crowding
• Fire	• Irritant	• Poor comms
• Sun/UV Glare	• Asphyxiant	• Noise interference
• Sun Burn	• Oxidizer	• Smoking
• Moving Pinch Points	• Carcinogen	• Driving
• Unguarded Machinery	• Corrosive	**Animal/Plant**
• Lightning	• Cryogenic	• Bites/Stings
• Drowning	• Toxic	• Poison
• Engulfment	• Biomed/pathogen	• Thorns/burrs
• Limited Egress/Access	• Particulates	• Swarms
	• Fumes (weld etc.)	• Disease
	• O2 Deficiency	• Feces/Coliforms

CONTROLS:

Types of Engineering Controls:

• Barriers	• Shields	• Dams
• Capping	• Covering	• Fencing
• Terminating	• Shutting	• Blocking
• Chocks	• Enclosures	• Diverters
• Flanging	• Guarding	• Substitution
• Anchoring	• Ventilation	• Blowing
• Scaffolding	• Grounding	• Substitution
• Bonding	• Insulation	• Lighting
• Locks, Tags	• Kill-switches	• Shut-off valves
• Taglines	• Circuit Breakers	• Process change
• Plugging, patching	• Sealing	• Absorbers

Types of Administrative Controls:

• Reduced work duration	• Worker rotation	• Safety plans
• Training	• Safety briefs	• Relief personnel
• Maintenance	• Drinking fluids	• Work/rest periods
• Good housekeeping	• Roving security	• Signs
• Warning lights	• Alarms	• Break areas
• Pre-inspections	• Field checks	• Buddy system
• Line of sight comms	• Comms schedule	• Equipt staging
• Load shifting	• Hazard marking	• Placarding
• Labeling	• Hand signals	• Safety observers
• Fendering	• Work plans	• Replenish fluids
• Handcarts/trolleys	• Fire extinguishers	• Drum bulking
• Eye Wash Station	• Hand washers	• Showers

Types of Personal Protective Equipment Controls:

• Hard hats	• Steel-toed shoes	• Safety glasses
• Safety goggles	• Face shields	• Hearing Protection
• Life jacket	• Fall arrests	• SCBA
• APRs	• Chemical suits	• Flash suits
• Fire resistant suits	• Work gloves	• Chemical gloves
• Sun glasses	• Sun-block	• Life rings
• Eye wash stations	• Night vision	• Thermal protection
• Dry/wet suits	• Hand warmers	• Wind breaker coat
• Knee pads	• Over garments	• Coveralls
• Booties	• Cooling vests	• Chap lip protection
• Hats for warming	• Gloves (warmth)	• Clothing (warmth)

Appendix K – Example ICS 213RR CG, Resource Request Message

Resource Request Message

ICS-213 RR CG (12/06)

Requestor

1. Incident Name: Mills Point
2. Date/Time: 02 Apr 2007 1330
3. Resource Request Number: B01009

4. ORDER Note: Use additional forms when requesting different resource sources of supply

a. Qty	b. Kind	c. Type	d. Priority U or R	e. Detailed item description (vital characteristics, brand, specs, experience, etc.) and, if applicable, purpose/use, diagrams, and other info.	f. Requested Reporting Location:	f. Requested Reporting Date/Time:	g. Order # (LSC)	h. ETA (LSC)	i. Cost
1			R	Helicopter - able to carry a minimum of 10 passengers with gear	Helibase	4 Apr 0600	E090	4 Apr 0800	$2356.00
				up to 500 pounds.					
				Contact Helibase Manager, Jeff Jones, to discuss					
				specific flight line reporting procedures/requirements.					

5. Suggested source(s) of supply - POC phone number if known and suitable subtitutes:

Heavy Lift Helicopters POC: Sean Kaufman 550-555-9245 or Heliqwest International

6. Requestor Position and Signature: Dan Brinkley — Date/Time: 02 Apr 06 1330

7. Section Chief/Command Staff Approval: Jeff Barton — Date/Time: 02 Apr 06 1345

Plans

8. RESL - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.

a. [X] b. [ ] Resources available as noted in block 12

c. [X] Resources not available

9. RESL Review/Signature: Kimberly Higgins — Date/Time: 02 Apr 06 1618

Logistics

10. Requisition/Purchase Order #: 24-06-276HXQ016

11. Supplier Name/Phone/Fax/Email: Heliqwest International, Randy Simon 550-555-4041

12. Notes:

Quoted daily price includes 1 pilot, 1 aircraft mechanic, and aviation fuel.

13. Logistics Section Signature: David Jones — Data/Time: 02 Apr 06 2040

14. Order placed by (check box): [ ] SPUL [X] PROC [ ] OTHER _____

Finance

15. Reply/Comments from Finance:

Contract #: FS-02HB-C-05-0001 Accounting: 2/H/SZ/105/95/0/P07001/37150/2523

16. Finance Section Signature: Sam Chase — Date/Time: 02 Apr 06 2100

Full instructions on back page. Requestor fills in blocks 1-5, except #3 & #4.g-i (shaded area), signs block 6 (do not forget position), gets appropriate Section Chief or Command Staff approval in block 7, and keeps yellow copy (bottom). If applicable, RESL reviews if resource available, signs block 9 and keeps blue copy. Logistics fills in block 4.g and h, and blocks 10-13, and keeps orange copy. Orderer (LSC or FSC) fills in block 4.i. Finance fills in blocks 15 - 16 and keeps green copy. Tan copy is returned to RESL for tactical/personnel or requestor for non-tactical. White copy goes to DOCL.

ICS 213RR-CG Instructions

REQUESTOR: The requestor must fill in blocks 1 through 7.

Block # 1	Incident name: This is the same as the name stated on the ICS-201 Form and Incident Action Plan (IAP).
Block # 2	Current date and time when submitting request.
Block # 3	Resource Request Number: Specific to the form & enables downstream tracking.
Block # 4a-c	Items requested: Must include quantity; Include Kind and Type if applicable.
Block # 4.d	Priority is either U – Urgent or R – Routine. Requestor: Urgent should **ONLY** be used if the resource must be checked-in and available within the specified time period or an operational objective will not be met. LSC: An Urgent request takes priority over all other requests. The requestor should be notified ASAP on the status of the request.
Block # 4.e	The detailed description of requirements. **BE SPECIFIC AS POSSIBLE**.
Block # 4.f	Delivery/Reporting Location and Times: This is self-explanatory and is required to ensure timely and accurate delivery of the resource.
Block #4g-i	Leave blank for SPUL/PROC to fill in.
Block # 5	Substitutes and/or Suggested Sources: Enter applicable information if known.
Block # 6	Requestor: Print name, position, sign and date.
Block # 7	Approval: This must be approved by the appropriate Section Chief or Command Staff Officer.

PLANNING SECTION: The RESL must fill in blocks 8 through 9.

Box # 8.a	RESL: Check box if request if for tactical resources
Box #8.b/c	RESL: If a tactical resource, check only one box as appropriate
Block # 9	RESL: Sign and date

LOGISTICS SECTION: Blocks 10 through 13 are filled out by the Supply Unit.

Note: Blocks 4 G and H are to be filled out by the Supply Unit or Procurement Unit upon ordering.

Block # 10	Requisition/Purchase Order Number: To be assigned by Supply Unit.
Block # 11	Supplier Point of Contact, Phone Number and Fax Number.
Block # 12	Notes: additional information on the supplier, when contacted, etc.
Block # 13	Signature: As specified by the Resource Request Process. Usually the signature of the SPUL but may also be the LSC or Deputy LSC.
Block # 14	Orderer (SPUL or PROC). Other block is checked if SPUL/PROC positions not filled. If this block is checked, fill in position.

FINANCE SECTION: Blocks 15 and 16 are filled out by the Procurement Unit.

Block # 15	Comments concerning request from FSC, Deputy FSC, or PROC.
Block # 16	Approval: This must be approved in accordance with Resource Request Process.

Note: Cost associated requests will not be ordered without approval in accordance with the Resource Request Process.

Appendix L– Example ICS 214, Unit Log

1. Incident Name	2. Operational Period (Date/Time)	UNIT LOG ICS 214-CG
HIATUSPORT INCIDENT	From: 0600 xx-xxx-09 To: 0600 xx-xxx-09	

3. Unit Name/Designators	4. Unit Leader (Name and ICS Position)
LOGISTICS SECTION	FRANK BUY (LSC)

5. Personnel Assigned

NAME	ICS POSITION	HOME BASE
JEFF SMITH	SPUL	STATEN ISLAND, NY
RANDY BITNER	COML	WILLIAMSBURG, VA
KATIE WAGNER	VSUL	SAN FRANCISCO, CA
GEORGE TAKAGI	GSUL	CHICAGO, IL
MELISSA REED	FACL	LA/LB, CA

6. Activity Log (Continue on Reverse)

TIME	MAJOR EVENTS
0600	ATTENDED OPERATIONS BRIEFING - NO ISSUES OF NOTE
0730-0745	CONDUCTED BUSINESS MANAGEMENT MTG W/FSC. BURN RATE + OBLIGS BELOW 70%. REQUEST + ORDER PROCESSES FINALIZED + POSTED.
0800	ATTENDED CMD + GEN'L STAFF MTG
0900	CONDUCTED LOGS FAMILY MTG. PASSED UC KEY ISSUES INCLUDING UC REQUEST TO WORK W/ PSC STAFF TO FORECAST RESOURCE RQMNTS OUT 72 HOURS + ORDER WHERE POSSIBLE.
1130	DURING ROUTINE SAFETY INSPECTION, SOFR IDENTIFIED POTENTIAL WATER CONTAMINATION. OTHER WATER SOURCES CHECKED AND FSC CONSULTED RE PURCHASING WATER UNTIL PROBLEM RESOLVED.
1400	ATTENDED TACTICS MTG - ID'D POTENTIAL PROBLEM NEXT OP PERIOD DUE TO NON-AVAILABILITY OF LOW-COST CRANE BARGES.
1454	BRIEFED COMMAND W/ OSC, PSC + FSC AND GOT APPROVAL TO HIRE HIGH COST CRANE BARGE FOR 72 HRS MAX.
1700	ATTENDED PLANNING MTG - NO RESOURCE ISSUES ATT. SUPPORTED PLAN.

7. Prepared by:	Date/Time
F. Buy	2130 xx-xxx-09

ICS 214 Instructions

UNIT LOG (ICS FORM 214-CG)

Purpose. The Unit Log records details of unit activity, including strike team activity or individual activity. These logs provide the basic reference from which to extract information for inclusion in any after-action report.

Preparation. A Unit Log is initiated and maintained by Command Staff members, Division/Group Supervisors, Air Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are submitted to supervisors who forward them to the Documentation Unit.

Distribution. The Documentation Unit maintains a file of all Unit Logs. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Unit Name/Designators	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4.	Unit Leader	Enter the name and ICS Position of the individual in charge of the Unit.
5.	Personnel Assigned	List the name, position, and home base of each member assigned to the unit during the operational period.
6.	Activity Log	Enter the time and briefly describe each significant occurrence or event (e.g., task assignments, task completions, injuries, difficulties encountered, etc.)
7.	Prepared By	Enter name and title of the person completing the log. Provide log to immediate supervisor, at the end of each operational period.
	Date/Time	Enter date (month, day, year) and time prepared (24-hour clock).

Appendix M – Example ICS 237-CG, Incident MISHAP Reporting Record

INCIDENT MISHAP REPORTING RECORD **ICS 237-CG (rev 2/09)**

1. Incident: MIRLO 2. Date/Time: 16 Feb 09, 0830 3. Local CG Command: Sector Niatusport

4. OPFAC: _____ (If known) 5. Name of Injured: Johnson, Thomas E (If Applicable – Print Last, First, MI) 6. Age: 30 (If Applicable) 7. (M) F (circle) 8. Rank/Rate (mil): MST2 (If Applicable) Grade (CG civ)/Aux:

9. Narrative of Mishap: MST2 Johnson slipped & fell on wet deck surface at Thumbs Point Staging. He injured his left pinky finger. Mbr sent to med unit for treatment.

10. Body part injured/Nature of injury: Left pinky finger - jammed or broken

11. List Damaged Property/Estimated Cost: N/A

12. Signature: KP Smith (Person completing form) 13. Name: Kim P. Smith (Person completing form – Print) 14. Rank/Rate(mil)/: BM1 Grade(CG civ)/Aux

15. ICS Position: Thumbpt STAM (Person completing form – Print) 16. Email: Kim.P.Smith@uscg.mil (Person completing form – Print) 17. Report #: M-002

Original - Safety Officer – completes MISHAP report Copy 1 - HSWL SUPACT SEH Copy 2 - Retained by member

FOR OFFICIAL USE ONLY (FOUO) – http://apps.mlca.uscg.mil/KDIV/kseMISREP/

INCIDENT MISHAP REPORTING RECORD **ICS 237-CG (rev 2/09)**

1. Incident: MIRLO 2. Date/Time: 17 Feb 09, 0830 3. Local CG Command: Sector Niatusport

4. OPFAC: _____ (If known) 5. Name of Injured: N/A (If Applicable – Print Last, First, MI) 6. Age: N/A (If Applicable) 7. M / F (circle) 8. Rank/Rate (mil): N/A (If Applicable) Grade (CG civ)/Aux:

9. Narrative of Mishap: CG-25253 while enforcing safety/security zone as part of SZ Group encountered floating debris in water and port engine was damaged. Vessel returned to staging, contacted VSUL for repair, lower unit of port engine replaced

10. Body part injured/Nature of injury: N/A

11. List Damaged Property/Estimated Cost: Port Engine, Lower Unit, unk. cost.

12. Signature: KP Smith (Person completing form) 13. Name: Kim P. Smith (Person completing form – Print) 14. Rank/Rate(mil)/: BM1 Grade(CG civ)/Aux

15. ICS Position: SZ Group Sup (Person completing form – Print) 16. Email: Kim.P.Smith@uscg.mil (Person completing form – Print) 17. Report #: M-005

Original - Safety Officer – completes MISHAP report Copy 1 - HSWL SUPACT SEH Copy 2 - Retained by member

FOR OFFICIAL USE ONLY (FOUO) – http://apps.mlca.uscg.mil/KDIV/kseMISREP/

ICS-237 Instructions

INCIDENT MISHAP REPORTING RECORD (ICS 237-CG REV 2/09)

Purpose. This record is designed to record incident MISHAPs. This is used only when directed by the incident Safety Officer. This is a Coast Guard specific form to comply with COMDTINST M5100.47 during incident response This is not a replacement for the MISHAP system used by parent commands.

Preparation. The" *Incident MISHAP Reporting Record"* is initiated when documenting any of the following: injury, illness, property damage, or high potential (HIPO) accident occur. Use additional records for multiple members injured or suffering illness from one occurrence. Information contained in this form is considered For Official Use Only (FOUO).

Distribution. The Person filling out the record submits these as MISHAPS occur (as required). The original and first copy goes to the incident Safety Officer, the second copy is kept by the person completing the record (member). The incident Safety Officer or assistant (CG member) will enter appropriate information in CG e-MISHAP reporting system and send the first copy to Health Safety Work-Life Support Activity, Safety & Environmental Health (HSWL SUPACT SEH).

Item #	Item Title	Instructions
1.	Incident	Enter the name assigned to the incident.
2.	Date/Time	Enter the date and time of the MISHAP
3.	Local CG Command	Enter the Coast Guard command where the injured person or unit damaged property was assigned/working.
4.	OPFAC	Enter the OPFAC of the local command, if known.
5.	Name of Injured (PRINT)	Enter last name, first name and middle initial of injured person (if applicable)
6.	Age	Enter age of injured person (if applicable).
7.	M/F	Circle appropriate sex of injured person (if applicable)
8.	Rank/Rate/Grade/AUX	Enter Rank/Rate (military), Grade (CG civ) or Auxiliarist of injured person (if applicable).
9.	Narrative of MISHAP	Describe the circumstances surrounding the injury/illness or property damage. Describe CG operations being conducted. Indicate personal protective equipment being utilized.
10.	Body part injured/Nature of injury	Describe the part(s) of body injured or illness suffered. Describe the nature of injury or illness (if applicable).
11.	List of Damaged Property/Est Cost	Describe damage to government property or civilian property and estimated cost.
12.	Signature	Signature of person completing the record.
13.	Name of Person Completing Form	Self-explanatory.
14.	Rank/Rate/Grade	Enter Rank/Rate (military) or Grade of person completing the record.
15.	ICS Position	Enter ICS Position held by the person completing the record.
16.	Email	Email of person completing the record.
17.	Report Number	Locally generated number to assist in tracking MISHAP reports.

Appendix N – Hazard/Risk Identification Checklist For Facilities

Facility Hazard/Risk Analysis - Utilize the ICS-215A, Hazard/Risk Analysis along with the Facilities Hazard/Risk Checklists below to identify and mitigate hazards and risks associated with support facilities. Consider the use of Technical Specialists to identify and mitigate hazards and risks.

N1 – Hazard/Risk Identification for the Incident Command Post (ICP)

- ☐ Emergency Evacuation Plan developed and posted
- ☐ Sanitation maintenance contract in place
- ☐ Adequate lavatory facilities for planned occupancy
- ☐ Presence of mold, hazmat, etc
- ☐ Presence of vermin and insects
- ☐ Drinking water Quality
- ☐ Adequate secure parking
- ☐ Appropriate external lighting
- ☐ Sufficient internal lighting based on facility layout
- ☐ Able to secure access to facility
- ☐ Adequate power outlets
- ☐ Air quality within structure
- ☐ Heating and air conditioning systems operational & effective
- ☐ Fire extinguishers adequate for use
- ☐ Facility layout does not impede evacuation
- ☐ Potential Trip hazards mitigated
- ☐ Adequate hand washing stations/facilities
- ☐ Facility clean and orderly (no eating at work areas)
- ☐ Designated break room for eating
- ☐ Restrooms clean and well stocked with supplies
- ☐ No blocked exits

- ☐ No overhead hazards
- ☐ Check-in process in place
- ☐ Ergonomics principles in place for bodies and equipment
- ☐ First Aid and medical support personnel available
- ☐ No exposure to hazardous atmospheres such as fire or flood waters (out of harms way)

N2 – Hazard/Risk Identification Checklist For Staging Areas

- ☐ Appropriate Security
- ☐ Adequate lighting
- ☐ Located out of harms way
- ☐ Adequate separation of vehicles and personnel
- ☐ Safe fueling operations (fire extinguishers in place)
- ☐ Clean and orderly
- ☐ Trash disposal in place
- ☐ Ability to capture and store decon/grey water if needed
- ☐ Sanitation including hand washing stations & portable toilets
- ☐ Orderly check-in and accountability process in place
- ☐ Good communications
- ☐ Medical support such as first aid
- ☐ Shelter for personnel (Environmental Hazards)
- ☐ Controlled vehicle traffic flow
- ☐ Sleeping under/around vehicles and other hazards
- ☐ Disposal containers for hazardous waste

N3 – Hazard/Risk Identification Checklist for the Helibase

- ☐ Controlled perimeter with warning signs
- ☐ Safe takeoff route and landing approach
- ☐ Free of overhead hazards – wires!
- ☐ Appropriate air traffic management
- ☐ Effective communications
- ☐ Crash/Rescue/Firefighting services
- ☐ First Aid/Medical Support
- ☐ Safe fueling operations
- ☐ Support vehicles parked out of harms way
- ☐ **Use of hearing and eye protection**
- ☐ **Use of personal protective clothing (Nomex)**
- ☐ All equipment/supplies appropriately secured
- ☐ Physical site security
- ☐ Daily flight safety briefings
- ☐ Spacing of landing pads
- ☐ Wind indicator in place
- ☐ Manifesting of cargo, crewmembers and passengers
- ☐ Flight Hazard Map posted

N4 – Hazard/Risk Identification Checklist for the Base

- ☐ Appropriate lighting
- ☐ Controlled traffic and parking
- ☐ Directional signing in place
- ☐ Waste disposal services in place
- ☐ Disposal containers for hazardous waste/grey water
- ☐ Hand wash stations and adequate toilets
- ☐ Clean kitchen and eating area
- ☐ Identified and marked sleeping area
- ☐ Shelter in place to protect responders from the elements
- ☐ Located out of harms way
- ☐ Free of any previous site contamination
- ☐ Effective paging/public address system
- ☐ Trip hazards marked
- ☐ Noise abatement for generators/compressors
- ☐ Site security
- ☐ First Aid and Medical Support present
- ☐ Safe fueling operations

Appendix O – Conversions and Equivalents

CONVERSIONS AND EQUIVALENTS

AREA- (s=statute, n=nautical)		
Multiply	by	to derive
meters^2	10.76	feet^2
feet^2	0.0929	meters^2
kilometers^2	0.386	s. miles^2
s. miles^2	2.59	kilometers^2
s. miles^2	0.7548	n. miles^2
n. miles^2	1.325	s. miles^2
kilometers^2	0.2916	n. miles^2
n. miles^2	3.430	kilometers^2

VOLUME		
multiply	by	to derive
barrels	42	gallons
barrels	5.615	feet^3
barrels	158.9	liters
barrels	0.1589	meters^3
feet^5	7.481	gallons
gallons	3.785	liters

TEMPERATURE-	
Calculate	To derive
5/9(°F-32°)	°C
9/5°C+32°	°F

WEIGHT-		
multiply	by	to derive
kilograms	2.205	pounds
metric tons	0.984	long tons
metric tons	1,000	kilograms
metric tons	2,205	pounds
long tons	1,016	kilograms
long tons	2240	pounds
short tons	907.2	kilograms
short tons	2,000	pounds

DENSITY ESTIMATIONS-

	Barrels/Long Ton		Notes:
	Range	Average	• 1 Long Ton equals 2,200 lbs.
Crude Oils	6.7-8.1	7.4	• As a general approximation, use 7 bbl. (300 U.S. gallons) per metric ton of oil.
Aviation Gasolines	8.3-9.2	8.8	• 6.4 barrels/long ton is neutrally buoyant in fresh water. Open ocean neutral buoyancy values are generally in the 6.21-6.25 barrels/long ton range.
Motor Gasolines	8.2-9.1	8.7	
Kerosenes	7.7-8.3	8.0	
Gas Oils	7.2-7.9	7.6	
Diesel Oils	7.0-7.9	7.5	
Lubricating Oils	6.8-7.6	7.2	
Fuel Oils	6.6-7.0	6.8	
Asphaltic Bitumens	5.9-6.5	6.2	

Specific Gravity of 1 or an API of 10 equals the density of fresh water. Specific Gravity < 1 or an API > 10 indicates product is lighter than fresh water. API Gravity =(141.5/Specific Gravity) -131.5

Weight of Fresh Water: pounds/gallon	8.3	Note: Exact weight depends on temperature and salinity.
Weight of Sea Water: pounds/gallon	8.5	

OIL THICKNESS ESTIMATIONS-

Standard Term	Approx. Film Thickness		Approx. Quantity of Oil in Film	
	Inches	Mm		
Barely Visible	0.0000015	0.00004	25 gals/mile^2	44 liters/km^2
Silvery	0.000003	0.00008	50 gals/mile	88 liters/km^2
Slight Color	0.000006	0.00015	100 gals/mile ^{2}	176 liters/km^2
Bright Color	0.000012	0.0003	200 gals/mile^2	351 liters/km^2
Dull	0.00004	0.001	666 gals/mile^2	1,168 liters/km^2
Dark	0.00008	0.002	1,332 gals/mile^2	2,237 liters/km^2

Thickness of light oils: 0.0010 inches to 0.00010 inches.
Thickness of heavy oils: 0.10 inches to 0.010 inches.

COMMONLY-USED EQUATIONS-

Circle: Area = 3.14 X radius^2 Circumference = 3.14 x diameter	Cylinder/Pipe/Tank Volume = 3.14 x radius^2 x length
Sphere/Tank Area = 4 x 3.14 x radius^2 Volume = 1.33 x 3.14 x radius^3	Rectangle/Square Area = length x width
	Cube/Block/Tank Volume = length x width x height

Appendix P – Safety "P"

Safety "P"

Continue to work with OSC & PSC to develop ICS-215a hazard/risk analysis of work identified on ICS-215.
Takes work assignments & IDs safety measures/ resource types & #s needed to safely accomplish those assignments

Obtain briefings from field ASOFRs.
Meet with LSC to ensure ordering of safety equipment.
Prepare safety briefing prior to Planning Meeting.

When called upon, provide a concise safety briefing on: injuries/near misses, preventative/corrective actions, & top three hazards & safeguards.
Place emphasis on ICS-215a Hazard/Risk Analysis, as appropriate, & support of the Tactical Plan.
Report on status of any tasking by IC/UC.

Obtain briefings from field ASOFRs.
While OSC & PSC are developing Operational Tactics on the ICS-215, SOFR concurrently conducts hazard/risk assessment on those tasks & documents on the ICS-215a.
Make notes on safety equipment needed & locations to place it.

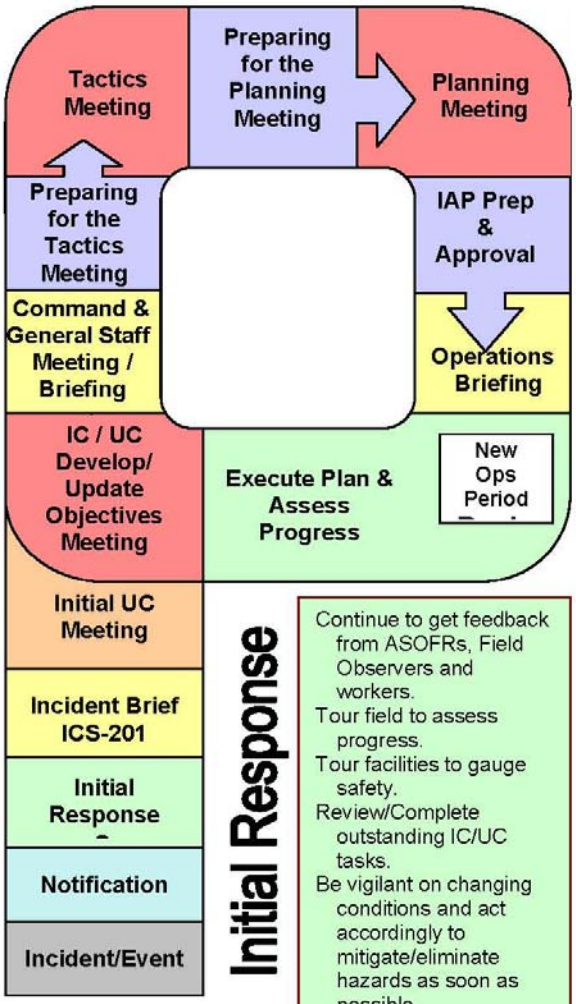
Provide input when called upon or if a serious safety issue surfaces.
Review safety implications of Operational periods (fatigue).
When objectives are discussed, ensure there is a Safety Objective.
Begin Identifying Safety Staff support for meeting IC/UC objectives/tasks.
Ask questions and understand assignment/mission.

Usually not invited, but if invited, make sure there is a Safety Objective!

Usually not invited to attend this meeting. Concentrate on "general tasks" for safety.

Focus on Safety concerns.
Conduct full hazard/risk assessment.
Identify hazards, evaluate exposures & implement controls to safeguard responders & public.
Work with IC/UC & OSC to establish control areas, exclusion zones, safe refuge areas, evacuation distances & assembly areas.

Check-in and Receive Briefing
Organize & brief subordinates
Get asst' SOFRs into the fieldAcquire work materials
Ensure that an appropriate and safe initial response is mobilized. Closely monitor initial operations.



Review/Update/Complete ICS-208 SSHP
Add General Safety Message to the ICS-202.
Ensure safety Org is reflected on ICS-203.
on 204s
Add safety instructions on ICS-204s.
Review ICS-205 Comms Plan.
Review/Sign ICS-206 Medical Plan.

Provide concise safety briefing on: injuries/near misses, preventative/corrective actions, & top three hazards & safeguards.
Note important safety precautions on ICS-204s.
Inform of ASOFRs in the field.

Continue to get feedback from ASOFRs, Field Observers and workers.
Tour field to assess progress.
Tour facilities to gauge safety.
Review/Complete outstanding IC/UC tasks.
Be vigilant on changing conditions and act accordingly to mitigate/eliminate hazards as soon as possible