Incident Command System

Safety Officer

- SOFR -

Job Aid

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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 leadership, management and interpersonal skills;
- solid grasp of safety knowledge (hazard recognition, evaluation and control methodologies);
- experience in operational risk management (operational background for response);
- in-depth knowledge of the types of safety challenges expected for incidents likely to be encountered.
- Adaptable and Flexible to needs of incident
- Proactive and Assertive

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 to:

- 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
- Attend the Operational Briefing.

- Conduct operational risk assessment/ hazard analysis to anticipate, identify and mitigate incident hazards and complete ICS-215a, Hazard/Risk Analysis Worksheet.
- Provide advice to OSC for the development of safe work assignments.
- Review the Incident Action Plan (IAP) to ensure safety objectives, messages and plans are incorporated.
- Review 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.
- Brief Command on safety issues and concerns

Materials

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

Reference

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)

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-CG)
- 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

Pre-Assignment Actions

☐	Ensure personal readiness for assignment (See detail on page 18 and on page 84)
☐	Ensure SOFR certification is current (See detail on page 19)
☐	Assemble SOFR Deployment Kit (See detail on page 19 and on page 84)

Pre-Deployment Actions

☐	Receive assignment (See detail on page 19)
☐	Verify reporting location, date and time (See detail on page 20)
☐	Finalize personal readiness for assignment (See detail on page 20)
☐	Receive travel orders and order number (See detail on page 20)
☐	Make travel arrangements (See detail on page 21)
☐	Verify/Update personal deployment kit (See detail on page 21)
☐	Verify/Update SOFR deployment kit (See detail on page 21)

Check in to the Incident

☐	Check-in on ICS-211 (See detail on page 23)
☐	Receive tasking (See detail on page 23)
☐	Check in with Finance/Admin Section (See detail on page 24)
☐	Check in with Logistics Section (See detail on page 24)
☐	Review Site Safety Plan (See detail on page 25)

Situation Assessment

☐	What kind of incident? (see detail on page 26)
☐	Who are key players? (see detail on page 27)
☐	When incident occurred? (see detail on page 27)
☐	Where is incident location/AOR? (see detail on page 27)
☐	Incident organization? (see detail on page 27)
☐	Resources on-scene? (see detail on page 27)
☐	Initial Safety Assessment? (see detail on page 29)
☐	Next meeting or briefing?

	(see detail on page 29)

Initial Brief

☐	Your role (see detail on page 30)
☐	Size and complexity of incident (see detail on page 30)
☐	Initial Safety Assessment (see detail on page 30)
☐	IC/UC expectations (see detail on page 31)
☐	Limitations and constraints (see detail on page 31)

Activate Safety Organization

☐	Establish work location (see detail on page 33)
☐	Organize and brief subordinates (see detail on page 34)
☐	Acquire work materials (see detail on page 34)
☐	Order Staff (see detail on page 34)
☐	Safety Staff Organization (see detail on page 38 and page 86)

Initial Response and Assessment

☐	Conduct Operational Hazard/Risk Analysis (ICS-215a) (see detail on page 39 and on page 108)
☐	Develop Emergency Response Site Safety and Health Plan (ICS-208) (see detail on page 39 and on page 104)
☐	Enforce Site Safety and Health Plan (ICS-208) (see detail on page 40)

Command and General Staff Meeting

☐	Incident Situation (see detail on page 42)
☐	IC/UC opening remarks (see detail on page 42)
☐	Receive IC/UC direction (see detail on page 43)
☐	Provide Safety Status Brief (see detail on page 45)
☐	Provide feedback to IC/UC on focus/direction (see detail on page 45)
☐	Discuss interagency issues (see detail on page 46)
☐	Discuss Safety Issues/Needs (see detail on page 46)

Preparing for the Tactics Meeting

☐	Conduct Family meeting (see detail on page 63)
☐	Obtain Brief from Assistant SOFRs in field (see detail on page 63 and on page 47)
☐	Evaluate Safety in field (see detail on page 47)
☐	Prepare ICS-215A (if possible) (see detail on page 47 and example on page 108)
☐	Clarify processes

Tactics Meeting

☐	Review proposed tactics (see detail on page 49)
☐	Prepare/Brief ICS-215A, Hazard Risk Analysis Worksheet (see detail on page 49 and example on page 108)
☐	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 51)
☐	Meet with Logistics Section re PPE (see detail on page 51)
☐	Review/Update ICS-208 for next operational period. (see detail on page 52)
☐	Review/Clean up ICS-215a (see detail on page 52)
☐	Prepare Safety Status Briefing (see detail on page on page 45)
☐	Consider developing a Safety Poster (see detail on page 52)

Planning Meeting

☐	Validate Operational Plan for next operational period (see detail on page 53)
☐	Provide Safety Status Brief (see detail on page 53)
☐	Provide support for the proposed Incident Action Plan (see detail on page 54)

Post-Planning Meeting Actions

☐	Validate ICS-208 Site Safety & Health Plan (see detail on page 31 and example on page 104)
☐	IAP information to PSC:
☐	**ICS-202 Objectives - add General Safety Message** (see detail on page 55 and example on page 88)
☐	**ICS-203 Organization – review** **(**see detail on page 55)
☐	**ICS-204 Work Assignment - add Specific Safety Message** (see detail on page 55 and example on page 92)
☐	**ICS-205 Communications Plan – Review** (see detail on pages 55 and example on page 96)
☐	**ICS-206 Medical Plan – Review/Sign** (see detail on page 56 and example on page 99)
☐	**Review Additional Plans for safety concerns** (see detail on page 56)
☐	Critical Information reporting (see detail on page 31)
☐	Consider Preparing Safety Poster (see detail on page 52)
☐	Obtain briefings from Asst SOFRs in field. (see detail on page 56)

Operations Briefing

☐	Obtain briefings from Asst SOFRs in field. (see detail on page 57)
☐	SOFR provides Safety Status Briefing (see detail on page 57)

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

☐	Obtain briefings from Asst SOFRs in field. (see detail on page 59)
☐	Assess Field Safety via overflight, boat, vehicle (see detail on page 59)
☐	Assess Facilities for Hazard/Risk (see detail on page 59 and check lists on page 123)
☐	Ensure the Site Safety and Health Plan is a Living Document. (see detail on page 60)
☐	Near-Miss and Accident Investigation (see detail on page 71)
☐	

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 73)
☐	Brief Replacement, as necessary (see detail on page 73)
☐	Replenish supplies (see detail on page 84)
☐	Personnel Evaluation (ICS-225)
☐	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

Pre-Assignment Actions

1. Ensure personal readiness for assignment:
If you deploy without being personally ready, it will affect your ability to respond and cause a burden on the incident management team. Personal readiness includes:

- Medical/dental readiness
  - For military this means you are in the “green” in CG Business Intelligence (CGBI).
  - For civilians, ensure you have no outstanding issues that would prevent you from being deployed. (e.g. have a plan to ensure you have enough medications for the entire period of the deployment)
- Uniforms – You have enough uniforms and/or appropriate clothing for an expected deployment.
- Financial Readiness – You need to be financially ready to deploy. This means ensuring your financial situation is in order.
  - Government travel credit card (GTCC) – you should check your GTCC limit. If you expect to be deployed more than 30 days, your limit

should be increased (example from $2,500 to $10,000).
    - Ensuring bills will be paid while deployed.
    - Ensure you have a TPAX account.
- Family Readiness
    - Ensure you have a Dependent Care/Pet Care plan for when deployed. Please check www.militaryonesource.com for assistance.

2. Ensure SOFR certification is current (as per COMDTINST(s) and PQS).

- ICS training (e.g. ICS-300, ICS-346).
- Incident specific training (e.g. area familiarization, etc.)
- HAZWOPER

3. Assemble SOFR Deployment Kit

- Ensure all items found in Appendix B on page 84 are ready to go BEFORE you get the call to deploy.
- Ensure supplies are restocked from last deployment.

Pre-Deployment Actions

1. Receive assignment

- You may receive your assignment via message, phone call, supervisor, or on orders.

2. Verify reporting location, date and time

- You should verify reporting location, date and time, order number, as well as Incident Command Post (ICP) contact numbers for assistance with check-in.

3. Finalize personal readiness for assignment

- Review the pre-assignment check list to ensure readiness for assignment which includes personal, dependent, and financial readiness. See Appendix B on page 84.
- Notify your chain of command of any outstanding readiness issues. This may mean delaying deployment to resolve the issue.

4. Receive Travel Orders and order number

- As per Joint Federal Travel Regulations (JFTR) U2115.A, a written order issued by a competent authority is required for reimbursement of travel expenses; however U2115.B states that an urgent or unusual situation may require that travel begin before a written order can be given. Please refer to the JFTR to ensure all conditions are met when traveling under oral orders.
- The travel order number (TONO) and order number are different. The order number will be used at check-in to verify the position that you will be filling. More information on this can be

found on page 23.

- Order Number is generally in the following format:
  - Example: O374 (O is for Overhead, and the 3 digit number is assigned by Logistics)

5. Make travel arrangements

- Obtain counseling on entitlements and responsibilities from a travel authorizing official and review the JFTR as necessary.
- Request cash advances as required.
- Make travel arrangements using approved CG travel method.

6. Verify/update personal Mobilization Kit.

A personal Mobilization Kit contains your personal items needed for the deployment and includes items like:

- Medications
- Uniforms and/or appropriate clothing
- Special PPE or special weather clothing required.
- Verify if any special PPE will be provided by the incident.

7. Verify/update SOFR Deployment kit.

- Ensure manuals, forms and guides are current versions (electronic and paper).

- Ensure supplies are restocked from last deployment.

Check in to the Incident

1. Check-in on ICS-211:

Upon arrival at the incident, check-in at the Incident Command Post on the ICS-211.

- Check In - Ensure you have your Order Number available. This enables the Check-in Recorder (CHKN) to validate your assignment to the incident quickly.

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

- On some incidents, credentials (badges) are created for all assigned personnel. If the incident is creating credentials, you should receive them when you check-in.
- The incident will want a number where you can be reached, your home base, how you got to the incident as well as any additional qualifications you may have.

2. Receive Tasking

- The check-in recorders should be able to tell you how to get to the ICP or where you will be working within the incident.

3. Check in with Finance/Admin Section

- Travel Orders: Leave copy of orders or other travel documents with FSC or Admin Officer. More often than you realize, travel to an incident may take place on a unit TONO with the understanding that the incident will correct this when you arrive. Take care of this soon so it doesn't hold you up when you are ready to leave!

4. Check in with Logistics Section

- Berthing assignment: The incident is responsible for ensuring you have adequate berthing, unless you are locally based. If the incident is small, Logistics 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, Logistics should still be tracking where personnel are berthed
- Meal schedule: The size, complexity and location of an incident will impact the availability of meals. On most Coast Guard responses, meals are the responsibility of the individual. If meals are provided; the incident generally tracks who got a meal and the individual is required to make the appropriate modification to their travel claim.

- Consumables: Determine where to obtain necessary materials for the unit (e.g. copy paper, pens, markers, etc.).
- Incident Credentials: On some incidents, credentials (badges) are created for all assigned personnel. If the incident is creating credentials, you should receive them when you check-in.

5. Review the Site Safety Plan

- All overhead personnel and tactical resources (Operations personnel) must review the incident specific Site Safety Plan and sign the Worker Acknowledgement Form.
- A copy of the Site Safety Plan may be found at Check-In, Staging Areas, and in the Command Post in the Operations Section Chief and Site Safety Officer's work area.
- On large incidents it may also be posted in areas near the meal area and any other place large groups of people will congregate.
- Periodically review the Site Safety Plan to learn about any additions and updates to the Plan.

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 and 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 104).
   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 63. 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 Mobilization Kit. See Appendix B – Mobilization Kit Supply List on page 84). 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.

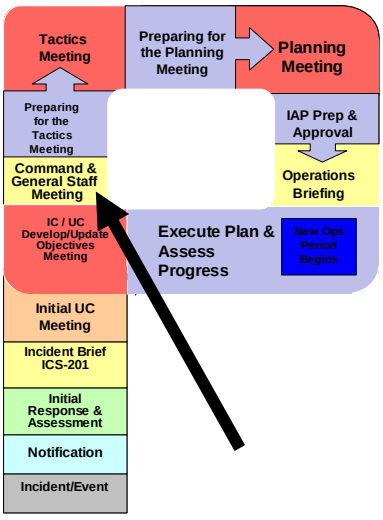
   b. Conduct needs analysis for determining resources required to ensure safety functions are completed during the operation.

   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 sometime 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.

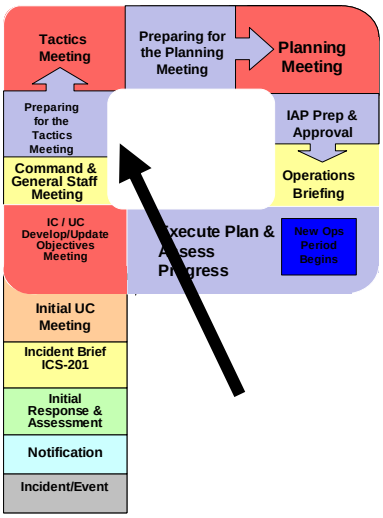
4. Feedback - When Command has finished briefing this material, the Planning Section Chief will open up the meeting to questions. If you think a procedure should be in place for this particular incident, this is the time to suggest it. Planning will probably add your item to the Open Action Tracker (ICS-233) 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 likely 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.



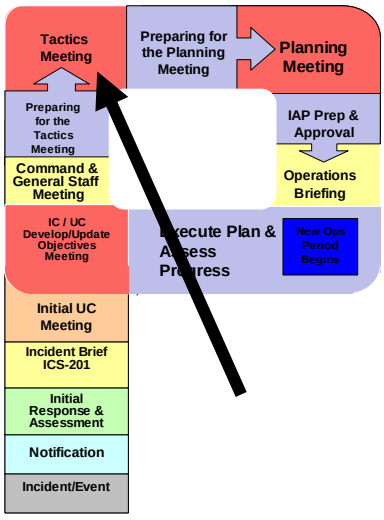
1. Conduct Family meeting with Safety staff. Ensure you have connected the dots between Command's intent and what Safety must do to meet that intent. While this may seem extraneous (don't my people know what to do?) they are far more likely to meet your expectations in an emergent environment if you 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 108). 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.

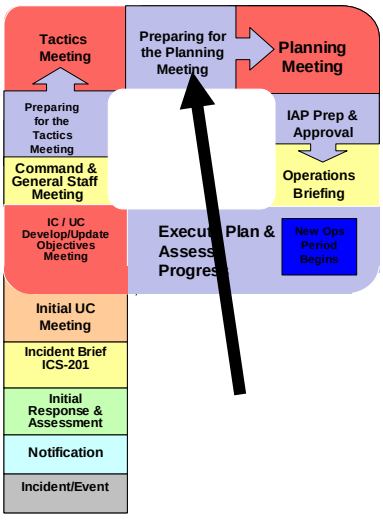


1. PSC opens meeting, covers ground rules, and reviews objectives.
2. Proposed tactics - As the OSC presents the plan, listen for and make note of issues of concern. Generally, the PSC will ask that you allow the OSC to finish their briefing before the questions start so as not to derail the presentation 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 108).

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.

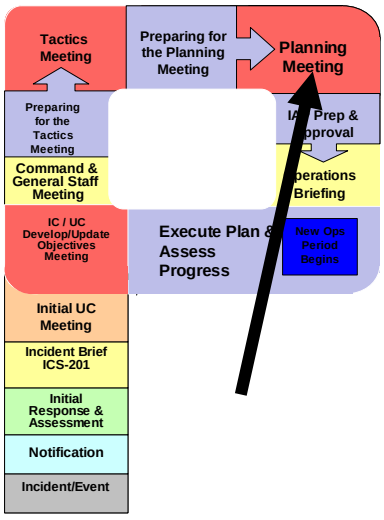
1. Obtain briefings from Assistant Safety Officers in the field. This will ensure the Safety Officer has the latest safety situational picture going into the Planning meeting.
2. Meet with or have an Assistant meet with Logistics Section personnel to ensure proper

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 sometime 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

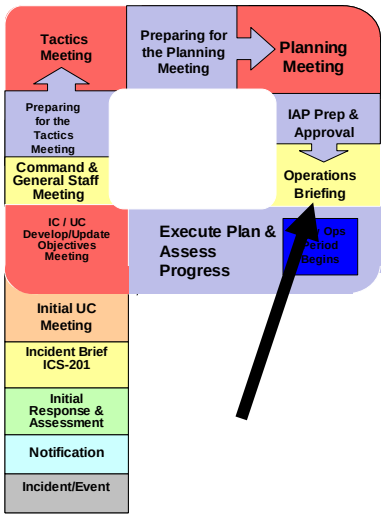
At the conclusion of the Planning Meeting the OSC, PSC, LSC and SOFR have a lot of work to accomplish to ensure a quality IAP is delivered in time for the next operational period. Specifically, the SOFR must:

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 104.
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 88.
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 92.
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 96.

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 99.
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.

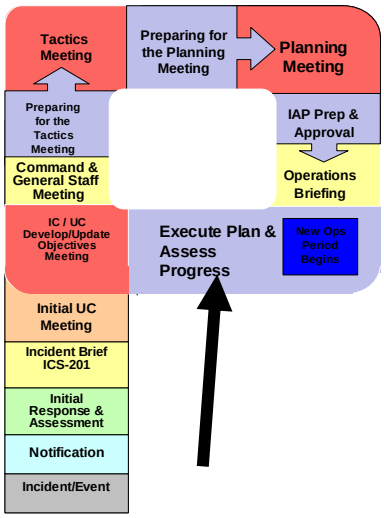
b. Specific Briefing Issues - Brief specific safety instructions from each ICS-204.

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 123.
4. Obtain Assistant Safety Officer briefings from the field prior to the UC Objectives meeting.
5. 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 119). 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 16.

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.

7. Evaluate individual personnel performance. When subordinate personnel demobilize, consider:
   - Incident Personnel Performance Rating lCS-225-CG.
   - Submit unit/personnel for recognition.

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 121, 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 121) is designed to record incident MISHAPS. (Coast Guard Only form)

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 119).

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. Submit subordinate personnel evaluations (ICS-225)/recognition.
6. Forward documentation to Documentation Unit.
7. Complete ICS 221, Demobilization Check-out sheet.

Appendices

Appendix Q - Conversions and Equivalents
Appendix R – 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	Commitment to purchase recommended	Full accessibility on financial questions related to safety resources.

	needed.	safety equipment.	
LNO	As needed.	Notification when representatives from safety organizations or agencies arrive.	Full accessibility to address any 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	During	Feedback on	Safety Plan,

TFL STL	Ops Briefing and as needed.	Safety Plan and program. Information on safety issues specific to the Division/Group, Task Force or Strike Team.	Assistant Safety Officer, support, Technical assistance and support for 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 IAP approval. As needed.	Accident information, Medical Plan (ICS-206).	Review of Medical 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. Assurances that the proper safety equipment is purchased.	Review of less-expensive safety equipment alternatives.
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	Commitment to develop strong partnerships with private, public and government safety

		Compliance expertise.	entities.

Appendix B – Mobilization Kit Supply List

Personal Mobilization Kit

	Uniforms appropriate for the response including appropriate footwear
	Update your family emergency plan (see www.ready.gov for details)
	Emergency contact information
	Dependent care plan (i.e. wills, powers of attorney, etc.)
	Sufficient medications and/or medical supplies for 60 days
	Pet care plan if applicable
	Power supply and/or chargers for personal communication equipment (i.e. computers, cell phones, etc.)
	Food for 48 hrs (as applicable)
	Sleeping Bag/Pad (as applicable)

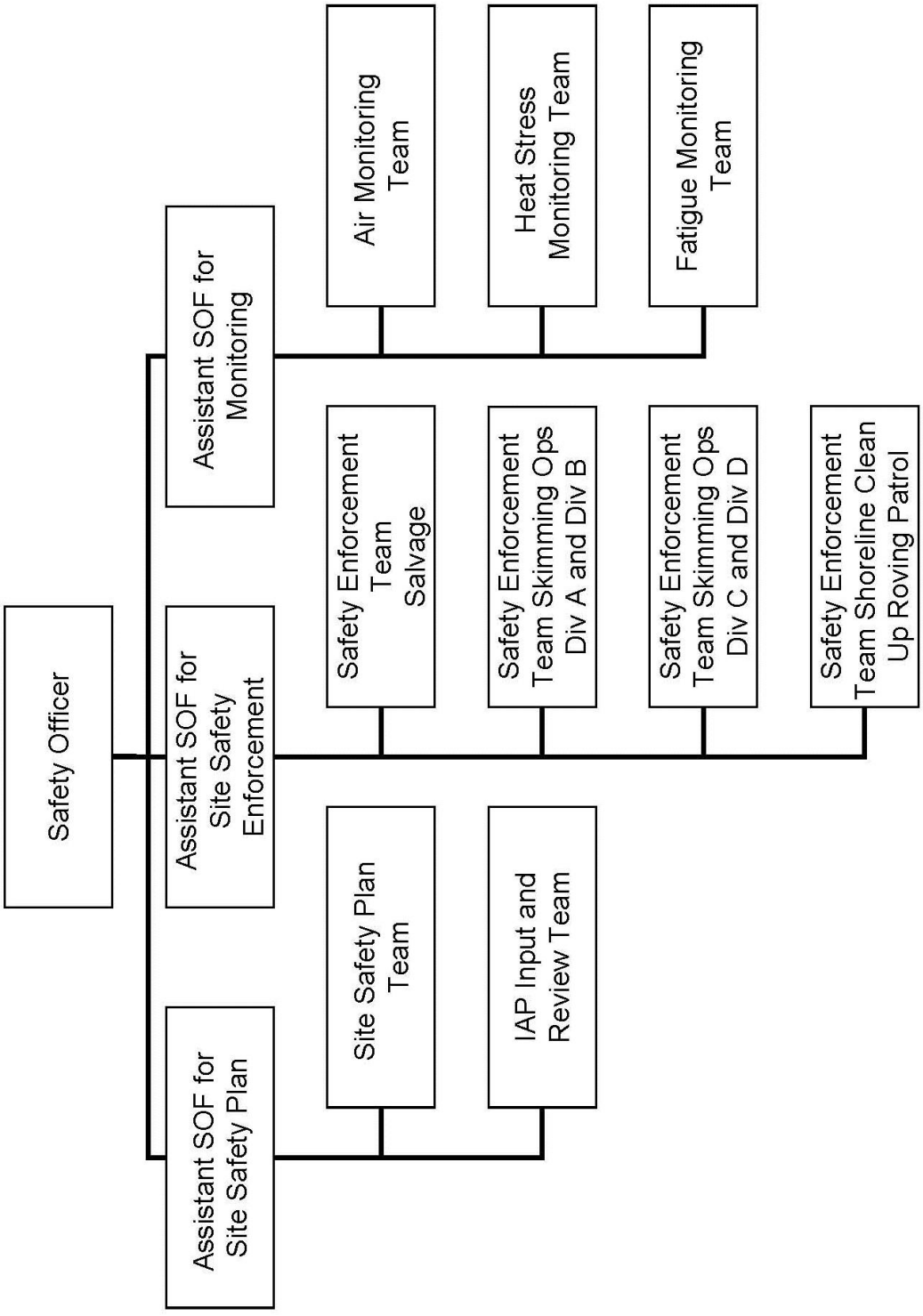
SOFR Mobilization Kit

	Item Name
	Safety Officer Vest - White Vest with Inserts
	ICS Forms Catalog
	ICS Forms: ICS-208, 213, 213RR, 214, 215a, 237
	ICS Laminated Poster Form ICS-215a 18” x 24”
	Sunscreen
	Sunglasses
	PPE Appropriate for environment

	Warm/cold/rain gear, if needed
	Incident Management Handbook (IMH)
	NIOSH Pocket Guide to Chemical Hazards
	ACGIH TLVs and BEIs, current addition
	North American Emergency Response Guide Book
	CHRIS and NIOSH Pocket Guide CDs
	MSDS and toxological data on product(s) if available
	Cellular phone and pager
	Laptop computer with internet/CD capabilities
	Flashlight with extra batteries
	Digital Camera
	Alarm Clock
	Whistle
	Binoculars
	Flagging (several colors) to mark hazards
	Clipboard
	Notebook – recommend “Write-in-the-Rain”
	Post-it Notes3 x 3
	Post-it Notes3 x 5
	Binder clips Assorted Sizes
	Blue and Red Pens
	Highlighters
	Post-it Tabs
	Writable Tabs
	“Sign Here” Arrows

Appendix C – Example Safety Staff Organization

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


Safety Officer
Assistant SOF for Site Safety Enforcement
Assistant SOF for Site Safety Plan
Assistant SOF for Monitoring
Safety Enforcement Team Salvage
Safety Enforcement Team Skimming Ops Div A and Div B
Safety Enforcement Team Skimming Ops Div C and Div D
Safety Enforcement Team Shoreline Clean Up Roving Patrol
Site Safety Plan Team
IAP Input and Review Team
Air Monitoring Team
Heat Stress Monitoring Team
Fatigue Monitoring Team

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 loss of life could occur. Consider a separate Overall Safety Message to communicate hazard mitigation efforts or a Safety Poster. The new FEMA ICS-208 form is a General Safety Message – do not confuse this with the ICS-208-CG Health and Safety Plan.

The Overall Safety Message 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.

Elements for the General Safety Message:

- Incident Name and Operational Period
- Overall quick hitting message
- More detailed safety information
- Easy to Read, Organized Logically
- Signed by Safety Officer
- Posted at all Incident locations

An example is provided on the next page.

SAFETY MESSAGE

SANGRIA RIVER OIL SPILL

Operational Period: 9/16/2013 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.

Joe Smith, Safety Officer

Incident Contact info: Channel 21A

Example General Safety Messages:

- Plan for more than one option
- Contingency Plan everything
- Implement safety measures to the highest degree
- Ensure you have Lookouts, communications, escape routes, and safety zones
- Never stop communicating
- Evacuation will continue throughout the operational period. Assist where you can.
- Always plan for public safety as well as your own
- Pay attention when driving. Roads are steep and narrow. Keep headlights on.
- Call security for assistance with any suspicious action or situations.
- Keep communications fluent and regular.
- Report suspicious actions or situations immediately.
- Keep hydrated.
- Wear safety belts in all vehicles
- Safety is everyone's business
- Wash your hands often or use hand sanitizer often
- Use the ICS-237 MISHAP report to document any MISHAPs (CG only system)

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	2. Operational Period (Date/Time)	Assignment List ICS 204-CG
Hurricane Katrina	From: 12SEP05 0700 To: 13SEP05 0700	

3. Branch	4. Division/Group/Staging
SAR Branch	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	Date/Time	11. Reviewed by (PSC)	Date/Time/	12. Reviewed by (OSC)	Date/Time
ENS Kulesa		LCDR Sheffield		LT Denning	

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 shall 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.
- Division/Group Supervisors 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. MISHAPs should be reported on the ICS-237.
- 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.

- Maintain good communications

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)

Evaluating the ICS-205 Communications Plan:
The Safety Officer should evaluate the Communications Plan to ensure there is adequate communications.

- ☐ 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)

Evaluating the ICS-206, Medical Plan:

The Safety Officer should evaluate the Medical Plan. Some versions of the form the Safety Officer signs the form.

- ☐ 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?
- ☐ Is there clear information if a Medevac is required? (How are we going to get someone out, triage, treat and transport them)
- ☐ Where are the aid stations?
- ☐ Where are the ambulances and are they in the right locations?
- ☐ Are Helispots identified?

Consider adding Emergency Procedures to the ICS-206:

Field Emergency

1. Resource leader contacts division supervisor with description of illness or injury.
2. Division supervisor contacts closest field EMT and Communications Unit.
    A. Division supervisor should provide information about the nature and extent of injury (See injury reporting procedures).
3. Communications Unit contacts Medical Unit.
    A. If a serious medical emergency exists, communications will clear the air for essential radio traffic only.
4. Medical Unit will coordinate dispatching of additional EMT's and incident ambulance.

Communications Unit will initiate all 911 calls.

5. Medical Unit and Operations will coordinate dispatch of additional ground or air ambulances as needed.
6. If air ambulance is used Communications should notify Air Operations Director and helibase (if applicable).

Primary Helispot XXXX. Air Evacuation and Helispot subject to change by local EMS.

ICP, Base, Camp Emergency

1. Notify Communications and give location and nature of illness/injury.
2. Communications will call Medical Unit.
3. Communications will contact security and safety.

INJURY REPORTING PROCEDURES
DO NOT USE PATIENTS NAME DURING ANY RADIO REPORT

NATURE OF INJURY _____
LOCATION OF PATIENT _____
TRANSPORTATION REQUEST BY:
AIR_____ GROUND_____
POINT OF PICK UP _____
LAT_____ LONG_____
PATIENT UNIT ID _____
IS EMT WITH PATIENT: YES_____ NO_____
AGE_____ SEX: MALE_____ FEMALE_____
ADDITIONAL INFO_____

_____

_____

_____

_____

_____

ALL EMERGENCIES---Secure the area and identify witness for later investigation. Keep an accurate log of events.

DO NOT USE PATIENTS NAME AT ANY TIME DURING REPORT

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

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

- Site Safety and 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-HM 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/).

NOTE: The FEMA ICS-208 is a Safety Message form and not a Site Safety and Health Plan.

SITE SAFETY AND CONTROL PLAN ICS 208 HM	1. Incident Name:	2. Date Prepared:	3. Operational Period: Time:

Section I. Site Information

4. Incident Location:

Section II. Organization

5. Incident Commander:	6. HM Group Supervisor:	7. Tech. Specialist - HM Reference:
8. Safety Officer:	9. Entry Leader:	10. Site Access Control Leader:
11. Asst. Safety Officer - HM:	12. Decontamination Leader:	13. Safe Refuge Area Mgr:
14. Environmental Health:	15.	16.

17. Entry Team: (Buddy System) Name:	PPE Level	18. Decontamination Element: Name:	PPE Level
Entry 1		Decon 1	
Entry 2		Decon 2	
Entry 3		Decon 3	
Entry 4		Decon 4	

Section III. Hazard/Risk Analysis

19. Material:	Container type	Qty.	Phys. State	pH	IDLH	F.P.	I.T.	V.P.	V.D.	S.G.	LEL	UEL

Comment:

Section IV. Hazard Monitoring

20. LEL Instrument(s):	21. O_2 Instrument(s):
22. Toxicity/PPM Instrument(s):	23. Radiological Instrument(s):

Comment:

Section V. Decontamination Procedures

24. Standard Decontamination Procedures:	YES:	NO:

Comment:

Section VI. Site Communications

25. Command Frequency:	26. Tactical Frequency:	27. Entry Frequency:

Section VII. Medical Assistance

28. Medical Monitoring:	YES:	NO:	29. Medical Treatment and Transport In-place:	YES:	NO:

Comment:

Section VIII. Site Map

30. Site Map:

Weather ❑ Command Post ❑ Zones ❑ Assembly Areas ❑ Escape Routes ❑ Other ❑

Section IX. Entry Objectives

31. Entry Objectives:

Section X. SOP S and Safe Work Practices

32. Modifications to Documented SOP s or Work Practices:	YES:	NO:

Comment:

Section XI. Emergency Procedures

33. Emergency Procedures:

Section XII. Safety Briefing

34. Asst. Safety Officer - HM Signature:	Safety Briefing Completed (Time):
35. HM Group Supervisor Signature:	36. Incident Commander Signature:

INSTRUCTIONS FOR COMPLETING THE SITE SAFETY AND CONTROL PLAN
ICS 208 HM

A Site Safety and Control Plan must be completed by the Hazardous Materials Group Supervisor and reviewed by all within the Hazardous Materials Group prior to operations commencing within the Exclusion Zone.

Item Number	Item Title	Instructions
1.	Incident Name/Number	Print name and/or incident number.
2.	Date and Time	Enter date and time prepared.
3.	Operational Period	Enter the time interval for which the form applies.
4.	Incident Location	Enter the address and or map coordinates of the incident.
5 - 16.	Organization	Enter names of all individuals assigned to ICS positions. (Entries 5 & 8 mandatory). Use Boxes 15 and 16 for other functions: i.e. Medical Monitoring.
17 - 18.	Entry Team/Decon Element	Enter names and level of PPE of Entry & Decon personnel. (Entries 1 - 4 mandatory buddy system and back-up.)
19.	Material	Enter names and pertinent information of all known chemical products. Enter UNK if material is not known. Include any which apply to chemical properties. (Definitions: ph = Potential for Hydrogen (Corrosivity), IDLH = Immediately Dangerous to Life and Health, F.P. = Flash Point, I.T. = Ignition Temperature, V.P. = Vapor Pressure, V.D. = Vapor Density, S.G. = Specific Gravity, LEL = Lower Explosive Limit, UEL = Upper Explosive Limit)
20 - 23.	Hazard Monitoring	List the instruments which will be used to monitor for chemical.
24.	Decontamination Procedures	Check NO if modifications are made to standard decontamination procedures and make appropriate Comments including type of solutions.
25 - 27.	Site Communications	Enter the radio frequency(ies) which apply.
28 - 29.	Medical Assistance	Enter comments if NO is checked.
30.	Site Map	Sketch or attach a site map which defines all locations and layouts of operational zones. (Check boxes are mandatory to be identified.)
31.	Entry Objectives	List all objectives to be performed by the Entry Team in the Exclusion Zone and any parameters which will alter or stop entry operations.
32 - 33.	SOP s, Safe Work Practices, and Emergency Procedures	List in Comments if any modifications to SOP s and any emergency procedures which will be affected if an emergency occurs while personnel are within the Exclusion Zone.
34 - 36.	Safety Briefing	Have the appropriate individual place their signature in the box once the Site Safety and Control Plan is reviewed. Note the time in box 34 when the safety briefing has been completed.

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.

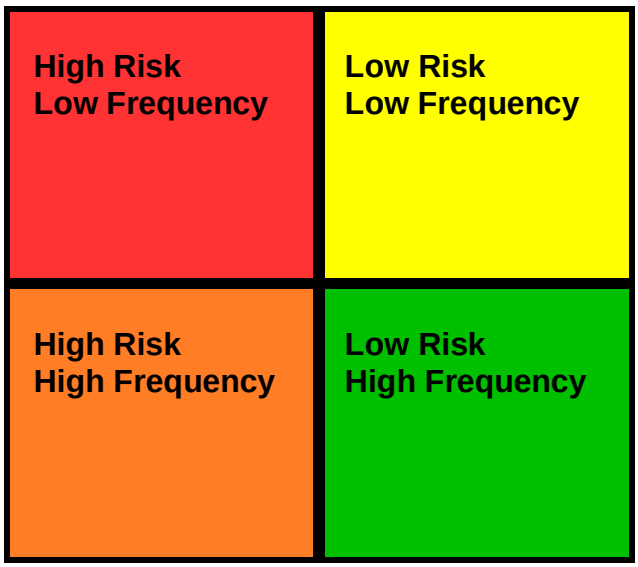
Steps in Analyzing Risk

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	2. Operating Period
MIRLO	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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		Environment																											
		Economy																											

ICS-215A-CG (rev 6/06)	Operational Risk Management Key	Scale	1	2	3	4	5	Gar Scale	#	1-19	20-39	40-59	60-79	80-100	9. Prepared by (Name and Position)
		Severity	Slight	Minimal	Signif-icant	Major	Catas-trophic		Risk	Slight	Possible	Substantial	High	Very High	M. Smith, SOFR
		Probability	Remote	Un-likely	50/50	>50	Very Likely		Color	Green	Amber	Red	Red	Red	
		Exposure	Below Avg	Avg	Above Avg	Great	N/A		Action	Possibly Acceptable	Attention Needed	Correction Required	Immediate Correction	Discontinue/ Stop	

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-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)

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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:	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 Sirois 550-555-4041

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

13. Logistics Section Signature: David Jones — Date/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 FSO) 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. While 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 + COMMGS 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 – ICS-225, Incident Personnel Performance Rating

INCIDENT PERSONNEL PERFORMANCE RATING ICS 225-CG	*INSTRUCTIONS:* The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the planning section before the rater leaves the incident. Rating will be reviewed with the subordinate who will sign at the bottom. To electronically fill form, double-click on first word of each section, then enter information.

THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT

1. Name:	2. Incident Name:
Rank Last, First	Enter Incident Name
3. Home Unit and Phone Number:	**4. Location of Incident:**
Enter Unit or Home Office here	City, State

5. Position Assigned:	6. Date of Assignment:	7. Date Incident Started:	8. Incident Type:	9. Incident Kind:
ICS Position	From: dd/mm/yyyy To: dd/mm/yyyy	dd/mm/yyyy	Type I, II, III	(Oil/Hazmat Spill/SAR/Fire/Etc)

10. Evaluation

Rating Factors	N/A	1 - Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
A. Knowledge of the job/ Professional Competence & Using ICS:	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. ☐	☐	Competent and credible authority on specialty or operational issues. ☐	☐	Superior expertise, advice and actions showed great breadth and depth of knowledge. ☐
B. Planning/Preparedness & ability to obtain performance/results:	☐	Got caught by the unexpected; appeared to be controlled by events; routine tasks accomplished with difficulty. ☐	☐	Consistently prepared. Set high but realistic goals. Work was timely and of high quality; required same of subordinates. ☐	☐	Exceptional preparation. Always looked beyond immediate events or problems. Maintained optimal balance among quality, quantity, and timeliness of work. ☐
C. Adaptability/Attitude:	☐	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. ☐	☐	Receptive to change, new information, and technology. ☐	☐	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information and technology. ☐
D. Communication Skills:	☐	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. ☐	☐	Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. ☐	☐	Clearly articulated and promoted ideas. Adept at presenting complex or sensitive issues. ☐
E. Directing Others:	☐	Showed difficulty in directing or influencing others. Unwilling to delegate authority to increase efficiency of task accomplishment. ☐	☐	Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable. ☐	☐	An inspirational leader who motivated others to achieve results not normally attainable. Modified leadership styles to best meet situations. Won people over rather than imposing will. ☐
F. Ability to work on/ Consideration for team:	☐	Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or others. Used teams ineffectively or at wrong times. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. Cared for people. Recognized and responded to their needs ☐	☐	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Ensured appropriate and timely recognition of others. ☐
G. Judgment/Decisions under stress:	☐	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. ☐	☐	Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and the most relevant information. ☐
H. Initiative	☐	Postponed needed action. Implemented or supported improvements only when directed. ☐	☐	Championed improvement through new ideas, methods, and practices; self-starter. ☐	☐	Aggressively sought out additional responsibility. A self-learner. Optimized use of new ideas. ☐
I. Adherence to safety:	☐	Failed to adequately identify and protect personnel from safety hazards. ☐	☐	Ensured that safe operating procedures were followed. ☐	☐	Demonstrated a significant commitment towards safety of personnel. ☐

11. Remarks/Potential: Type remarks here; Describe ability to assume greater leadership roles and responsibilities (e.g., rate performance, recommend incident management positions and/or ICS or other training).

12. Rated Person *(signature)* This rating has been discussed with me.	13 Date:
Rank Last, First	mm/dd/yyyy

14. Rated By *(signature/print name)*:	15. Supervisor Home Unit *(address/phone)*:	16. Supervisor Position:	17. Date:
Rank Last, First	Rank Last, First	ICS Position	mm/dd/yyyy

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225-CG) – Rev 9/06

Purpose. The Incident Personnel Performance Rating gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

Preparation. The Incident Personnel Performance Rating is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form. It will be delivered to the planning section before the rater leaves the incident. Rating will be reviewed with the subordinate who will sign at the bottom.

Distribution. The Incident Personnel Performance Rating is duplicated a copy is given to the subordinate and supervisor. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Name	Enter the name of the person being evaluated.
2.	Incident Name	Enter the name assigned to the incident.
3.	Home Unit	Enter the address and phone number of the home unit of the person being evaluated.
4.	Location of Incident	Enter the address/location of the incident.
5.	Position Assigned	Enter the position assigned for the purpose of this evaluation.
6.	Date of Assignment	Enter the date of assignment.
7.	Date Incident Started	Enter the date the incident started.
8.	Type of Incident	Enter the Type (size) of the incident: Type 1, 2, 3, 4 or 5.
9.	Kind of Incident	Enter the kind of incident: Oil/Hazmat Spill, SAR, Fire, etc.
10.	Evaluation	Enter X under the appropriate rating for each category listed using the definitions given.
	Not Applicable	not observed.
	1 - Unacceptable	Deficient. Does not meet minimum requirements of the individual element. DEFICIENCIES/IMPROVEMENTS NEEDED MUST BE IDENTIFIED IN REMARKS.
	2 - Needs to improve	Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
	3 - Met Standards	Satisfactory. Employee meets all requirements of the individual element.
	4 - Fully successful	Employee meets all requirements and exceeds one or several of the requirements of the individual element.
	5 - Exceeded Expectations	Superior. Employee consistently exceeds the performance requirements.
11.	Remarks	Provide remarks/comments for ratings given. **Comments required for *unsatisfactory* and *needs to improve* ratings.**
12.	Rated Person Signature	Rated Person's signature.
13.	Date	Enter date (month, day, year) rated person signed performance rating.
14.	Rated By	Signature and printed name of supervisor/person giving the performance rating.
15.	Supervisor Home Unit	Enter address/phone of supervisor.
16.	Supervisor Position	Enter the position the supervisor held.
17.	Date	Enter date (month, day, year) supervisor signed the performance rating.

Appendix N – Hazard/Risk Identification Checklist For Facilities

Facility Hazard/Risk Analysis – the Safety Officer may 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 and traffic flow
- ☐ Appropriate external lighting
- ☐ Adequate Electrical (no electrical hazards)
- ☐ 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 Slip, Trip and Fall 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)
- ☐ Dust/Mud mitigation
- ☐ Adequate Trash containers

N2 – Hazard/Risk Identification Checklist For Staging Areas

- ☐ Appropriate Security
- ☐ Adequate lighting
- ☐ Adequate Electrical (no electrical hazards)
- ☐ 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
- ☐ Dust/Mud mitigation
- ☐ 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
- ☐ Adequate Trash containers

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
- ☐ Adequate Electrical (no electrical hazards)
- ☐ Daily flight safety briefings for EVERYONE
- ☐ Spacing of landing pads
- ☐ Wind indicator in place
- ☐ Load Calculations completed/Manifesting of cargo, crewmembers and passengers
- ☐ Flight Hazard Map posted
- ☐ Dust/Mud mitigation

N4 – Hazard/Risk Identification Checklist for the Base

- ☐ Appropriate lighting
- ☐ Adequate Electrical (no electrical hazards)
- ☐ Controlled traffic and parking
- ☐ Directional signing in place
- ☐ Trash/Waste disposal services in place
- ☐ Disposal containers for hazardous waste/grey water
- ☐ Proper disposal of Batteries
- ☐ 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
- ☐ Dust/Mud mitigation

Appendix O – References to OSHA standards

These references were found in *OHSA General Industry Digest, 1999*. Ensure you check the proper references for current requirements.

- Abrasive Blasting – 29 CFR 1910.244
- Abrasive Grinding - 29 CFR 1910.215, 29 CFR 1910.243(c)(1)(i), 29 CFR 1910.243
- Accident Reporting Requirements - 29 CFR 1904
- Air Contaminants - 29 CFR 1000
- Air Receivers – 1910.169
- Aisles and Passageways - 29 CFR 1910.22, 29 CFR 1910.176
- Asbestos - 29 CFR 1001
- Belt Sanding Machines - 29 CFR 1910.213
- Blood borne Pathogens - 29 CFR 1030
- Boilers/Pressure Vessels –
- Change Rooms - 29 CFR 1025, 29 CFR 1910.141
- Chains, Cables, Ropes and Hooks - 29 CFR 1910.179, 29 CFR 1910.180, 29 CFR 1910.184
- Compressed Air 29 CFR 1910.242
- Compressed Gas Cylinders - 29 CFR 1910.253
- Compressed Gases - 29 CFR 1910.253, 29 CFR 1910.102, 29 CFR 1910.103, 29 CFR 1910.105
- Confined Space, Permit-Required - 29 CFR 1910.146

- Cranes (overhead and mobile), Hoists, and Derricks - 29 CFR 1910.179, 29 CFR 1910.180, 29 CFR 1910.181, 29 CFR 1910.184
- Dip Tanks Containing Flammable or Combustible Liquid - 29 CFR 1910.108
- Dockboards - 29 CFR 1910.30
- Drinking Water - 29 CFR 1910.141
- Electrical - 29 CFR 1910.303, 29 CFR 1910.304, 29 CFR 1910.305, 29 CFR 1910.333
- Emergency Action Plans - 29 CFR 1910.38
- Exits 29 CFR 1910.36, 29 CFR 1910.37
- Explosives and Blasting Agents - 29 CFR 1910.109, 29 CFR 1910.1201
- Eye and Face Protection - 29 CFR 1910.133
- Eyewash/Drench shower - 29 CFR 1910.151
- Fan Blades – 29 CFR 1910.212
- Fall Protection 29 CFR 1910.23
- Fire Protection 29 CFR 1910.157
- Flammable Liquids 29 CFR 1910.106
- Containers and Portable Tank Storage - 29 CFR 1910.106
- Floors, General Conditions - 29 CFR 1910.22
- Floor Loading Limit - 29 CFR 1910.22
- Floor Openings and Open Sides - 29 CFR 1910..23
- Foot Protection - 29 CFR 1910.136, 29 CFR 1910.266

- Forklift Trucks (Powered Industrial Trucks) - 29 CFR 1910.178
- Hand Tools - 29 CFR 1910.334, 29 CFR 1910.242, 29 CFR 1910.304, 29 CFR 1910.266
- Hazard Communication - 29 CFR 1910.1200
- Hazardous Energy (Lockout/Tagout) - 29 CFR 1910.147
- Hazardous Waste Operations and Emergency Response - 29 CFR 1910.120
- Head Protection - 29 CFR 1910.135
- Hooks (See Chains, Cables Ropes and Hooks)
- Housekeeping - 29 CFR 1910.22, 29 CFR 1910.141
- Ionizing Radiation - 29 CFR 1910.1096
- Ladders, Fixed - 29 CFR 1910.27
- Ladders, Portable - 29 CFR 1910.25, 29 CFR 1910.26, 29 CFR 1910.333
- Lead - 29 CFR 1910.1025
- Lunchrooms - 29 CFR 1910.141
- Machine Guarding - 29 CFR 1910.212
- Machinery, Fixed - 29 CFR 1910.212
- Markings, Placards, and Labels - 29 CFR 1910.1201
- Material Hoisting equipment, Inspection (Chains, Cables, Ropes, and Hooks). Also see Cranes (Overhead and Mobile), Hoists and Derricks - 29

CFR 1910.179, 29 CFR 1910.180, 29 CFR 1910.184
- Mechanical Power Presses - 29 CFR 1910.217
- Medical Records and Employee Exposure Records - 29 CFR 1910.1020
- Medical Services and First Aid
- Noise Exposure - 29 CFR 1910.95
- Non-Ionizing Radiation (Electromagnetic Radiation) - 29 CFR 1910.97
- Personal Protective Equipment – 29 CFR 1910.132
- Portable Power Tools (Pneumatic) - 29 CFR 1910.243
- Power Transmission Equipment Guarding - 29 CFR 1910.219
- Powered Platforms for Building Maintenance - 29 CFR 1910.66
- Pressure Vessels (Boilers) - 29 CFR 1910.216, 29 CFR 1910.217
- Process Safety Management of Highly Hazardous Chemicals - 29 CFR 1910.119
- Railings - 29 CFR 1910.23
- Respiratory Protection - 29 CFR 1910.143
- Saws, Portable Circular (also see Woodworking Machinery) - 29 CFR 1910.243
- Scaffolds - 29 CFR 1910.28
- Showers - 29 CFR 1910.120

- Skylights - 29 CFR 1910.23
- Spray-Finishing Operations - 29 CFR 1910.107
- Stairs, Fixed Industrial - 29 CFR 1910.23, 29 CFR 1910.24
- Storage - 29 CFR 1910.176
- Tanks, Open-Surface 29 CFR 1910.94
- Toeboards 29 CFR 1910.23
- Toilets - 29 CFR 1910.141
- Welding-General (see also Welding in Confined Spaces) - 29 CFR 1910.252
- Welding in Confined Spaces 29 CFR 1910.252
- Woodworking Machinery - 29 CFR 1910.213

Appendix P - How to Properly Refuse Risk

Every individual has the right and obligation to report safety problems and contribute ideas regarding their safety. Supervisors are expected to give these concerns and ideas serious consideration. When an individual feels an assignment is unsafe, they also have the obligation to identify, to the degree possible, safe alternatives for completing that assignment. Turning down an assignment is one possible outcome of managing risk.

A “turn down” is a situation where an individual has determined they cannot undertake an assignment as given ***and*** they are unable to negotiate an alternative solution. The turn down of an assignment must be based on an assessment of risks and the ability of the individual or organization to control those risks.

- Individuals may turn down an assignment as unsafe when:
  - There is a violation of safe work practices.
  - Environmental conditions make the work unsafe.
  - They lack the necessary qualifications or experience.
  - Defective equipment is being used.
- Individual will directly inform their Supervisor that they are turning down the assignment as given. The most appropriate means to document the turn down is using the criteria (Standard protocols/procedures, etc.), outlined in the Risk Management Process.
- Supervisor will notify the Safety Officer ***immediately*** upon being informed of the turn down. If there is no Safety Officer, notification shall go to the appropriate Section Chief or to the Incident Commander. This provides accountability for decisions and initiates communication of safety concerns within the incident organization.
- If the Supervisor asks another resource to perform the assignment, they are responsible to inform the new resource that the assignment has been turned down and the reasons

that it was turned down.

- If an unresolved safety hazard exists or an unsafe act was committed, the individual should also document the turn down by submitting a signed statement as to why in a timely manner.

These actions do not stop an operation from being carried out. This protocol is integral to the effective management of risk, as it provides timely identification of hazards to the chain of command, raises risk awareness for both leaders and subordinates, and promotes accountability.

From the *Fireline Handbook* (March 2004)

Appendix Q – 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

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

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

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	
Crude Oils	6.7-8.1	7.4	• 1 Long Ton equals 2,200 lbs. • As a general approximation, use 7 bbl. (300 U.S. gallons) per metric ton of oil. • 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.
Aviation Gasolines	8.3-9.2	8.8	
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 R – Safety "P"

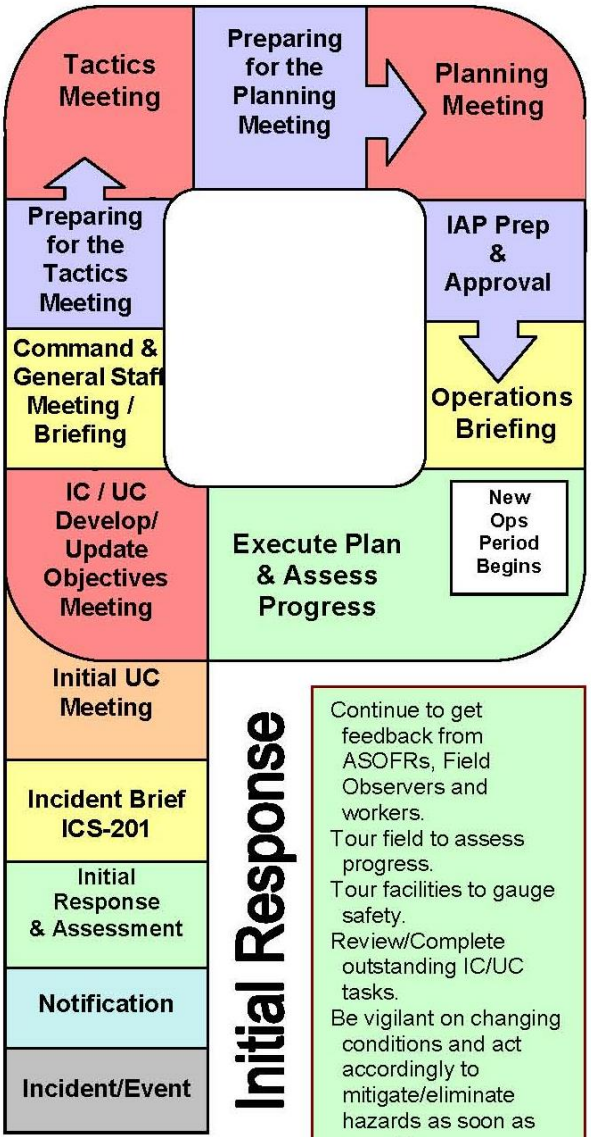
Safety Officer Activities
in the ICS Planning Process

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.



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 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!
Concentrate on "general tasks" for safety.

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

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.

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.

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

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.