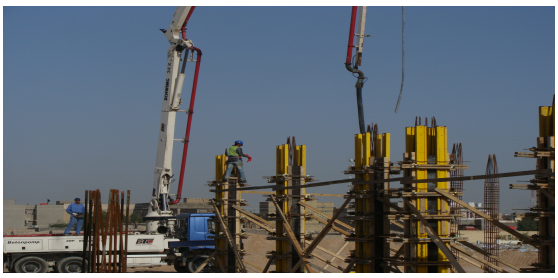
AL-BILAD For General Contracting Co.Ltd



Safety and Health plan

+9647901262193 info@albilad-co.com www.albilad-co.com

AL-BILAD For General Contracting Co.Ltd

TABLE OF CONTENTS

AL-BILAD For General Contracting Co.Ltd

ABCO denoted to ALBILAD

1. STATEMENT OF SAFETY AND HEALTH POLICY

See Appendix A of for Safety and Health Plan.

2. RESPONSIBILITIES AND LINES OF AUTHORITIES TO IMPLEMENT SAFETY & HEALTH PLAN

A. Identification and Accountability of Personnel Responsible For Safety

Every employee is responsible for maintaining safe work practices. All employees must perform their activities using sound and safe work practices. Supervisors are responsible for all work under their control on-site, for the immediate work area, and the safe work practices of the employees he/she supervises.

The Project Safety Committee will include the members of the board of directors, project manager, and safety coordinator. This committee will convene at periodic intervals to discuss safety practices, issues and policies.

Assignment of Responsibilities Management (Board of Directors)

1. Oversight of the safety program
2. Assigned authority to implement safety program and requirements
3. Authorizes funding for safety
4. Approves safety programs and policies
5. Participates in Safety Program to demonstrate corporate commitment
6. Demands high standards of safety

Project Manager

1. Full control of safety program
2. Periodically inspects work areas and equipment for compliance with work rules and safety standards.
3. Ensures that all accidents are promptly reported and injuries are promptly and properly treated.
4. Analyzes all processes, operations, and facilities for hazards and takes appropriate action to correct deficiencies.
5. Instructs site supervisors on job hazards, on working safely according to operating procedures, and on the requirements of applicable safety and health regulations.
6. Sets proper example for safety by complying with the safety program and displaying a positive attitude toward the safety program.

7. Serves on accident investigation committee if requested.

Site Supervisor

1. Inspects work areas and equipment daily for compliance with work rules and safety standards
2. Conducts weekly tool box safety meetings: instructs employees on the hazards of the job, how to work safely according to established procedures, proper emergency response guidelines, and on applicable safety and health regulations.
3. Reports all accidents and injuries promptly and ensures that all injured employees receive prompt medical attention.
4. Analyzes all processes, operations and facilities for hazards and takes appropriate action to correct deficiencies.
5. Sets proper example for safety by visibly complying with the safety program and displaying a positive attitude toward the safety program.
6. Maintains a safe and healthful workplace, proper housekeeping, proper lighting and ventilation, ensures the use of personal protective equipment as required, and posts pertinent safety signs, posters, and information.
7. Prior to beginning each project, ensures that company and subcontractor employees are aware of the safety requirements and practices applicable to the job.
8. Investigates all accidents and injuries, and completes the required reports promptly.
9. Serves on accident investigation committees, if requested.

Safety Coordinator

1. Serves in a staff capacity to coordinate safety activities with employees, subcontractors, and others.
2. Maintains and reviews accident records & reports.
3. Coordinates educational activities on safety for employees.
4. Directs a program of safety inspections to include those conducted by management, supervisory personnel and outside sources such as safety consultants.
5. Keeps informed of applicable governmental safety standards and codes and represents the company at government, association, industry or other meetings related to safety.
6. Provides materials and topics for job supervisors to use when conducting toolbox safety meetings.
7. Conducts periodic inspections of job sites for compliance with OSHA standards and other safe practices and procedures.
8. Serves as chairperson of the safety committee.
9. Serves on accident investigation committee.

Employees

1. Work in accordance with safe job practices and comply with company, owner and government safety rules.
2. Use personal protective equipment when required.
3. Report all unsafe conditions, practices, accidents and injuries
4. Make safety suggestions.
5. Cooperate during the investigation of accidents.

6. Take an active part and participate in safety meetings and training activities.
7. Only perform jobs or operations for which they have been trained.
8. Complete an employee accident report form when involved in an accident.

Safety Committee

1. Transmits safety information between management and employees.
2. Promotes educational activities by identifying areas of need based on accident trends, exposures or special work anticipated.
3. Reviews accident reports and makes recommendations to prevent reoccurrence.
4. Makes advisory recommendations on safety policies, practices or procedures.
5. Recommends long term safety goals.

b. Lines of Authority

Safety Committee has the ultimate responsibility for project safety. Workers on site report to their respective Site Supervisor who in turn reports to Project Manager or topics listed above and additionally as necessary. Project manager reports all safety related issues to Safety Coordinator who thereby convenes the Safety Committee as needed.

Construction Safety Organization:

Directorates

Each director within ABCO is accountable to the project sponsor for implementing the Health and Safety Policy for the work areas within his control. They shall work together to ensure that the procedures are adequately maintained.

They shall also ensure that achievable Health and Safety objectives are set prior to the start of the project. (see appendix no:9 – Construction Safety Organization Chart)

Project Manager (PM)

APCO PM is responsible for implementing and inspecting the Health & Safety Plan on site. He shall;

1. Be responsible for establishing and maintaining safe and healthy working conditions by adhering to the client and ABCO working instructions and Safety Procedures dealing with local hazards associated with the working area;

2. Prepare an adequate program of records and recommendations of precautions to be taken which has arisen from safety audits and safety inspections carried out by the contractor;

3. Take part in every accident and incident investigation and report it to the Contractor Safety Officer;

4. Review safety performance and progress;

5. Monitor the safety program effectiveness by carrying out monthly safety inspections;

6. Cooperate with the safety advisor of the company;

7. Make improvements of site' s safety performance. When necessary, make changes in physical and psychological environment that may lead people to unsafe behavior;

8. Supply the necessary amount of personal protective equipment and ensure that they are maintained in good working order and available for use by all employees;

9. Monitor correct maintenance of all safety rules;

10. Give responsibility to the staff to hold them accountable for safe actions and operations and motivate them through safety role perception and concern.

Construction Manager (CM)

Each level of construction management has specific responsibilities to maximize the Health and Safety Plan. He shall;

1. Give proper instruction and supervision to employees and others under his control and encourage them to report defects or other problems;

2. Work to agreed safe methods of work and proper construction procedures, ensuring that any alteration to the program of work does not effect the safe working conditions;
3. Regularly inspect the workplace and general site conditions in terms health and safety and inform the Safety Officer (SF) of these conditions;

4. Oversee and handle all safety disciplinary actions of employees in his department with regards to the company safety policy;

5. Ensure all supervisors are enforcing all safety rules;

6. Contribute to the requirements of the Health & Safety Plan and apply these requirements on site;

7. Ensure they set a personal example by wearing and using all appropriate protective clothing whilst on site and that PPE is available for ABCO personnel and visitors, that subcontractors obtain and use all necessary PPE;

8. Ensure all subcontractors management, supervision and operatives are fully aware of the requirements of the Health & Safety Plan and all relevant Health & Safety Plan information which may affect their work on the project;

9. Monitor and audit all work areas of both ABCO and subcontractors as set out in this Plan;

10. Ensure that all records, registers, reports and certificates which are required by the project are kept and maintained;

11. Monitor and audit all works areas of both ABCO and subcontractors;

12. Monitor compliance with the requirements of the country standards the company is operating;

13. Take part in all accident and incidents investigations and report on same to management and client;

14. Be conversant with all Client/ABCO Safety Procedures.

Superintendents, Engineers and Other Supervisors

Each level of management has specific responsibilities concerning the implementation of the Health & Safety Policy and the Construction Health and Safety Plan. They shall;

1. Ensure that they set a personal example by wearing and using all appropriate protective clothing whilst on site, ensuring that protective clothing and equipment is available on site for personnel and visitors. Ensure that subcontractors obtain and use all necessary PPE;

2. Give proper instruction and adequate supervision to employees and others under their control and encourage them to report defects or other problems;

3. Work to agreed safe methods of work and proper construction procedures, ensuring that any alteration to the program of work do not effect the same working conditions;

4. Ensure all subcontractor management, supervision and other operatives are fully aware of the requirements of the Health & Safety Plan and relevant Health and Safety information which may affect their work on the project;

5. Monitor and audit all work areas for both ABCO and subcontractors as set out in this safety plan;

6. Regularly inspect the work place including means of access and egress and general site conditions;

7. Take part in all accidents and incident investigations and report same to management and the safety department;

8. Be conversant with all Owner – ABCO Safety Procedures in the event of emergencies, accidents or injuries.

Employees

Every employee has a responsibility for his own safety whilst at work. They also have a responsibility to ensure that other persons are not put in danger or at risk of injury by anything that they should have or should not have done.

ABCO employees and subcontractors shall comply fully with the requirements of this Health & Safety Plan an shall;

1. Report unsafe conditions to supervisor;

2. Promptly report all injuries to supervisor;

3. Use eye and face protection when there is danger from flying objects or particles;

4. Never operate any machine unless trained authorized and in proper operating conditions;

5. Keep all equipment in a safe working condition. Never use defective tools or equipment;

6. Report any defective tools or equipment immediately to supervisor and stop using them;

7. Properly care for and be responsible for all personal protective equipment;

8. Be alert and keep out from under overhead loads;

9. Obey all posted safety rules and follow all safety practices or procedures;

10. Attend safety meetings when requested;

11. Wear and use personal protective equipment as instructed;

12. Ask foreman questions about safety when in doubt.

ALBILAD shall monitor and audit all subcontractors' compliance

with the Health & Safety plan.

Safety Advisor

He is functionally and directly responsible to ABCO Project Sponsor. He shall;

1. Administer claim handling together with ABCO Company' s legal advisor;

2. Prepare an annual safety plan and program;

3. Oversee safety regulations and make revisions in line with them;

4. Establish safe work practices and rules;

5. Develop accident prevention and loss control method procedures and a program of implementation;

6. Analyze all accidents and incidents and give advise to Safety Officer;

7. Measure and evaluate the effectiveness of accidents and loss control methods and modify if required;

8. Perform a safety inspection once a month;

9. Perform annual safety audits.

Safety Officer (SO)

He is functionally responsible to ALBILAD President, directly responsible to ALBILAD Project Manager. He shall;

1. Monitor the implementation on site of the:
- Health & Safety Policy
- Health & Safety Plan
- Revision on Health & Safety Plan.

2. Identify and appraise accident producing conditions and practices, advise management of the steps required to alleviate the problems and ensure actions are taken;

3. Carry out accident and incident investigations and issue reports to Client;

4. Undertake regular site inspections to issue inspection reports and actions to ALBILAD management and Client; monitor subcontractors.

5. Ensure all personnel are aware of the Health & Safety requirements. This shall be achieved by site safety induction, weekly toolbox talks, safety circulars and posters;

6. Ensure a high level housekeeping is maintained in all ALBILAD areas;

7. Evaluate the need for fire precautions and ensure adequate equipment and training is supplied and maintained. All statuary inspections are undertaken;

8. Monitor subcontractors compliance with Health & Safety Project requirements;

9. Ensure that first aid facilities and provisions are adequate at all times and in line with ALBILAD and subcontractors manning levels;

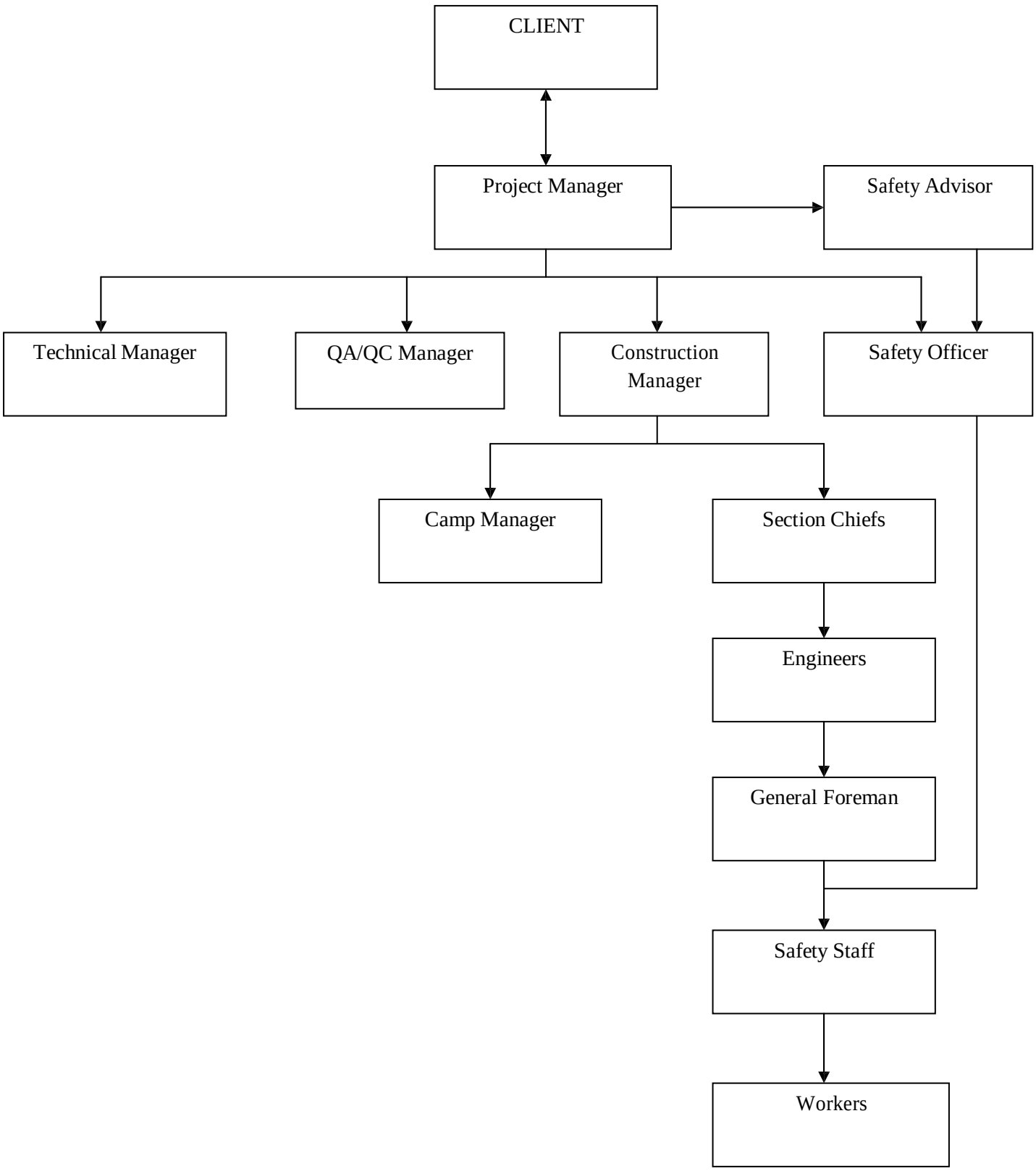
10. Complete reports as required by the client.

Subcontract Managers and Supervisors

ALBILAD shall ensure that all subcontract personnel is aware of Health & Safety requirements and that they communicate this to their employees. ALBILAD shall to ensure this take place.

AL-BILAD For General Contracting Co.Ltd

ALBILAD Organization Chart



5. SUBCONRACTORS AND SUPPLIERS

a. Subcontractors and Suppliers will depend on what materials are ordered and for what locations they will be sent and/or installed. Following is a brief list of some subcontractors and suppliers with whom ALBILAD has worked before:

Subcontractors:

Company	Services
Alhabtoor Leighton Group	Mobilization ,workforce,onsite labratories
Al-Ghodwa Group for commercial Agencies	machineries ,spare parts,
KCPC Kuwaiti company	surveyes ,construction works

Subcontractors listed above are tentative only and are presented in this document strictly as a sample of companies used in the past. ALBILAD reserves the right to select subcontractors throughout the duration of this contract, regardless of their inclusion, or lack thereof, in the above list. When job orders are received contractor will make appropriate decisions based on quality, availability, and cost.

b. Subcontractor and Supplier control and coordination: ABCO 's head of logistics and procurement department based in Ankara will coordinate supply and delivery of materials and services.

Field/site based subcontractors will be coordinated by Site Supervisor with additional oversight provided by Project Manager.

c. All subcontractors working on ABCO project sites will be responsible for working under the same safety guidelines outlined within this document. Suppliers or supplier representatives who have reason to access project sites will be required to follow same procedures.

6. TRAINING

a. Topics to be discussed in Safety Indoctrination:

i. Safety Policy and Program
ii. General Safety Rules
iii. Specific Job-Site Rules
iv. Reporting Unsafe Conditions and Situations
v. Use of Personal Protective Equipment (PPE) which include:

- Gloves.
- Glass.
- Shoes.
- Helmet.
- Work Uniform.

vi. Reporting Injuries
vii. Safety Meeting Participation
viii. Accident Investigation Assistance
ix. Vehicle Safety
x. Hazard Communication

b. Mandatory training/certifications: specific training will be determined once scope of work has been agreed upon for each project site

c. See Section 12 for Emergency Response requirements

d. Requirements for supervisory and employee safety meetings: All supervisors and employees will receive safety training from Project Manager or company safety representative monthly. Supervisor will provide further instruction to employees through weekly safety meetings.

7. SAFETY AND HEALTH INSPECTIONS

a. Safety personnel See section 4: Responsibilities and Lines of Authority. Names and contact details of key employees will be submitted once first job order has been received. New staff will be added commensurate with level of work; at such times additional contact details will be provided to client.

b. External inspections: not applicable on this project

8. SAFETY AND HEALTH EXPECTATIONS, INCENTIVES, AND COMPLIANCE

a. ALBILAD's safety policy is simply "SAFETY FIRST." The objective on all projects is to have ZERO accidents on ALL worksites for the FULL duration of each project.

b. Workers are compensated for the work they perform and know that failure to abide by safety standards not only puts them at personal risk but also jeopardizes their position within the Company. A safety specific incentive program in not currently in use.

c. As mentioned above, the overriding policy is one of safety first. Workers who violate such policy are given strict warnings after the first offence. Should there be a repeat of the same policy breach employee will be terminated.

d. ALBILAD management takes responsibility for all aspects of the projects under it's control, including site safety. Should serious deficiencies endemic to a specific site be apparent the site supervisor would be responsible. If it were determined that these activities were perpetuated in collusion with higher level management, they would also be held accountable.

9. ACCIDENT REPORTING

a. Exposure data: Exposure data and hours will be calculated by site supervisor and reported Customer monthly either in person or via email.

b. Accident investigations, reports, and logs: Lost time accidents not resulting in fatalities property damage accidents will be reported by site supervisor to Client (Resident Engineer) as soon as possible during normal working hours either in person or via email.

c. Immediate notification of major accidents: Site supervisor will report all fatalities to Client immediately regardless of time of day by the fastest means available.

10.MEDICAL SUPPORT

First Aid will be provided by qualified on-site representatives to Ensure that, first aid facilities and provisions are adequate at all times and in line with ALBILAD and subcontractors manning levels; Should further medical support be required, national employees will be transferred to local medical facility. In the event that an international staff member is involved in an accident or medical emergency, on-site Customers medical representative will be contacted to determine the best course of action. Action to be agreed upon could include treatment on-base, transfer to another reputable off-base facility, or medical evacuation to the nearest facility qualified to handle the emergency. This plan will be further developed once contractor has established presence in a specific location.

11. PERSONAL PROTECTIVE EQUIPMENT (PPE)

Project manager or site supervisor will assess hazards associated with any tasks to be performed and will consequently determine personal protective equipment (PPE) requirements for that portion of work. The PPE should include Gloves, Glass, Shoes, Helmet and Work Uniform. Supervisor will also issue written certificates for the approved usage of PPE before employee is granted use of such equipment. Prior to issuance of PPE all employees will be evaluated for medical and physical requirements to use such equipment. Each employee must demonstrate a clear understanding of each piece of equipment before being allowed to proceed. Manufacturer's instructions will be provided to employees when applicable

12. PLANS (PROGRAMS, PROCEDURES) REQUIRED BY SAFETY MANUAL

a. Layout plans

Site layout plans for temporary structures, utilities, fencing and facilities will be prepared in cooperation with the Owner at each site.

b. Emergency response plans

Actions to be taken in the event of an emergency will be discussed with the Owner and other base representatives upon mobilization at each site. Due to the remoteness and environment of the sites included in this contract support from the client will be required in preparing such plans and also in their execution.

c. Hazard communication program

Prior to commencement of any portion of work any known hazards must be reported by contractor to client; appropriate hazard mitigation plan will then be discussed with Owner. Any additional hazards that are determined by contractor prior to commencement, or those uncovered during implementation, will also be discussed with client representatives.

When applicable, the following documentation will be maintained in the field office: MSDS (material safety data sheets), employee training, hazardous materials inventory Hazardous materials inventory will also show approximate quantities and locations or site.

d. Respiratory protection plan

Construction activities that are determined to pose a respiratory risk to contractor will be evaluated on a case-by-case basis. Contractor will provide appropriate respiratory equipment to employees when certain activities pose significant hazards to field based staff.

Respiratory protection plan will follow the guidelines set out in OSHA's respiratory Protection standard at 29 CFR 1910.134 and 05.E.03 of EM 385-1-1.

e. Health hazard control program

When necessary a health hazard control program will be established according to the requirements of EM 385-1-1 section 06.A.02. Plan will be devised to measure hazardous substances, agents, and environments and to further mitigate the effects of these elements on site-based personnel.

f. Lead abatement plan

Lead abatement plan will be considered.

g. Asbestos abatement plan

See attached Appendix B (Page 37).

h. Abrasive blasting

This requirement is not applicable under current contract.

i. Confined space

Full safety procedures will be implemented for the confined spaces.

j. Hazardous energy control plan

Hazardous energy will be controlled according to section 12.A.07 of EM 385-1-1.

k. Critical lift procedures

Critical lift procedures will be considered.

l. Contingency plan for severe weather

Contractor will take all necessary steps to minimize adverse effects of severe weather on work progress. Specific requirements listed in EM 385-1-1 section 19.A.03 do not apply to the current scope of contract.

m. Access and haul road plan

Contractor will consult with Owner Engineer at each site to determine appropriate and most efficient access routes. Special provisions will be accounted for to allow possible

n. Demolition plan

On-site demolition will be coordinated with all affected parties. Demolition plan will be prepared by qualified engineer and submitted to Owner Engineer for review. Upon receipt of request from Owner Engineer, contractor will contact existing tenants (if any) to coordinate timing for building or portion of building demolition. Utility hookups will be removed in such a way as to minimize the impact on other users of same utility lines.

Full safety procedures will be implemented throughout the duration of demolition, including those for asbestos abatement listed separately in this document. Debris will be removed from site to a location approved by Owner Engineer.

o. Emergency rescue

All emergency actions will be coordinated with on-site client representatives. Due to the nature of the locations in which this contract will be fulfilled, emergency rescue support will be requested from client when other options are not possible.

Specific terms of EM 385-1-1 section 26.A.05 are not applicable under current contract scope.

p. Underground construction fire prevention and protection plan

Underground construction fire prevention and protection will be considered.

q. Compressed air plan

Compressed air plan will be considered.

r. Formwork (Scaffolds) and shoring erection and removal plans

Formwork (Scaffolds) and shoring will be consistent with the structural elements shown in construction drawings. Scaffolds shall be erected only by men knowledgeable. They shall be securely supported or suspended and where necessary braced to ensure stability. Unless constructed as an independent scaffold, it shall be rigidly secured to a building or structure.

All platforms, scaffolds and other workplaces from which persons may fall more

than 2 m will be erected with guardrails and toe-guards.
For minor works or where it is not practicable to provide a standard working platform, safety harnesses shall be worn. Personnel using these shall be instructed for their use. No formwork (Scaffolds) or shoring will be removed until the structure it supports has gained sufficient strength to fully support itself and any other loads to which it is subjected.

s. Jacking plan (lift) slab plans

This requirement is not applicable under current contract.

t. Safety and Health plan

See attached Appendix A for complete Company Safety and Health Plan. Asbestos management plan is detailed in Appendix B (Page 37). Contract does not include hazardous waste cleanup beyond that specified for asbestos abatement; therefore, no SSHP is required.

u. Blasting plan

This requirement is not applicable under current contract.

v. Diving plan

This requirement is not applicable under current contract.

w. Plan for prevention of alcohol and drug abuse ABCO maintains a strict policy against alcohol and drug abuse. Any activity that is deemed to deter from an employee's on-site performance is subject to upper level management investigation. In the case of alcohol and drugs the employee in question will be contacted privately to discuss the issue and to further verify whether or not a problem exists. If the existence of said problem is confirmed but has yet to affect employee's performance he/she is encouraged to seek professional consultation regarding such abuse and the adverse effects it has on him/her. In the event that such problem persists, despite management intervention, employee will be removed from duty, either temporarily or permanently, depending on case specifics. Complete company policy will be made available upon request.

x. Fall protection plan

Requirements of EM 385-1-1 section 21 pertaining to fall protection will be followed as applicable.

y. Steel erection plan

This requirement is not applicable under current contract.

z. Night operations lighting plan

Should work be required within this contract that extends past normal daylight hours, additional lighting will be provided to maintain a safe workplace and the highest level of quality workmanship. Night lighting will meet the requirements of

EM 385-1-1 section 16.C.19.d when applicable.

Upon receipt of request for night operations contactor will consult with Owner Engineer to determine the best way to proceed. Interior work will be conducted with the use of standard, hard-wired lighting or temporary fixtures depending on the nature of work. Exterior and exposed areas will be illuminated with high power lighting, such as spotlights, run from existing utility lines or fuel powered generators.

aa. Site sanitation plan

Sanitation on project locations will be site specific. In the event that sanitary facilities exist on-site contractor will request Owner Engineer to grant usage of such facilities to contractor personnel. When no such facilities are available contractor will take necessary steps to ensure that independent facilities are established and made available for all staff.

Drinking water will be provided to all site personnel. The potable drinking water booth should be scattered to cover the whole construction site.

bb. Fire prevention plan

All project sites will be provided with basic fire prevention equipment including sand buckets, water buckets, pressurized water system and hoses, and/or chemical based extinguishers. Type of project, materials on-site, and size of site footprint will dictate which preventative equipment is necessary. Field staff will be trained in the operation of whichever system is in place on their site. More detailed plans will be developed once specific sites have been identified.

13. CONTRACTOR INFORMATION

Contractor will make every effort to meet the terms of EM 385-1-1 as mentioned in section 12 above. When the remoteness of a specific site or the lack of facilities makes full compliance difficult (or impossible) contractor will consult with regional Owner Engineer to devise a method for proceeding.

14. SITE-SPECIFIC HAZARDS AND CONTROLS

See attached Appendix C for activity hazard analysis (AHA) for the first phase of construction, mobilization. Prior to the start of additional construction phases additional activity hazard analyses will be submitted to Owner Engineer for review.

APPENDIX A

STATEMENT OF SAFETY AND HEALTH POLICY

Safety and Health Program

It is the policy of ABCO to provide an accident-free and comfortable work environment by eliminating recognized hazards from the workplace. Our health and safety program, and specific individual programs, have been developed to assure compliance with all applicable standards that apply to our operations.

In order to maintain our desired safety standards, it is necessary to actively pursue an accident prevention program through all levels of our company, from management through all employees. Health and safety are functional responsibilities of each supervisor.

Health and safety are of vital interest to everyone in the company: each level of our organization is accountable for safe performance. Compliance with this program and safety and health rules is taken very seriously. This means that failure to comply is sufficient ground for disciplinary action or for termination of employment. These policies are an integral part of the company's personnel policies.

Health And Safety Responsibilities Our goal is to protect employees from injury while working for our company. This must receive top priority from everyone.

Duties and responsibilities of all personnel under our health and safety program are in the following:

Safety Coordinator

1 Administers all aspects of the occupational health and safety program.

2 Develops programs and technical guidance to identify and remove physical, chemical, and biological hazards from facilities, operations, and sites.

3 Assists management and supervisors in the health and safety training of employees.

4 Conducts inspections to identify unhealthy or unsafe conditions or work practices.

5 Completes written report of inspections.

6 Recommends programs and activities that will develop and maintain incentives for and motivation of employees in health and safety.

7 Develops and maintains accident and incident investigation and reporting procedures and systems. Investigates all accidents and takes action to eliminate accident causes.

8 Reportable incidents consist of fatalities, lost workday cases, and without lost workdays

requiring medical treatment. Keep management informed of findings.

9. Report accidents that result in an occupational fatality or three or more hospitalized workers to superiors immediately.

Project Manager/Superintendent/Foreman

1. Familiarizes him/her-self with health and safety regulations related to his/her area of responsibility.
2. Directs and coordinates health and safety activities within area of responsibility.
3. Ensures arrangements for prompt medical attention in case of serious injury have been provided for each job, to include transportation, communication, and emergency telephone numbers; and a person with valid certified first aid training is available if required.
4. Requires all employees supervised to use individual protective equipment and safety devices.
5. Ensures that safety equipment is available, maintained, used, and stored correctly.
6. Instructs and trains all persons within area of responsibility in job health and safety requirements.
7. Conducts frequent and regular health and safety inspections of work area. Directs correction of unsafe conditions.
8. Conducts weekly safety briefings with all supervisors and/or workers.
9. Ensures that foremen are aware of and comply with requirements for safe practices.
10. Reviews all accidents/incidents with foremen/supervisors and workers involved.
11. Ensures that corrective action is taken immediately to eliminate the cause of the accident.
12. Requires all subcontractors and subcontractor personnel to comply with health and safety regulations.
13. Maintains copies of applicable programs and forms on site, in accordance with company practice and policy.

First Line Supervisor / Foreman

1. Be familiar with, explains, and enforces health and safety regulations that apply to company operations within his/her area of responsibility.
2. Ensures that persons under his/her supervision use safety devices and proper individual protective equipment.
3. Instructs and trains all persons within area of responsibility in job health and safety requirements, to include hazard recognition and avoidance, and requires compliance by workers with the safety rules established.
4. Conducts weekly (or as often as needed) safety briefings with all workers under his/her supervision.
5. Ensures that injuries are treated promptly and reported properly.
6. Investigates all accidents/incidents, obtains all pertinent data, and initiates corrective action.
7. Conducts frequent and regular safety and health inspections of his/her work areas and ensures that no unsafe conditions exist in area of responsibility.
8. Reports to the Project Manager/ Superintendent/Foreman on any corrective actions needed which are beyond his/her control.

Office Manager / Clerk

1. Maintains all records and reports of accidents/injuries that have taken place during company operations.
2. Processes all paperwork associated with accidents, on-site inspections and in-house audits. Maintains permanent record for company files.
3. Maintains all medical records, evaluations and exposure monitoring records.
4. Maintain all training records.

All Employees

1. Be familiar with and comply with proper health and safety practices.
2. Use the required safety devices and proper personal protective safety equipment.
3. Notify supervisor immediately of unsafe conditions/acts, accidents, and injuries.

Subcontractor Compliance

The provisions of these health and safety responsibilities apply to subcontractors and their employees working for this company. Failure to fulfill this requirement is a failure to meet the conditions of the contract.

Training

Training and education cannot be over-emphasized as a means of learning a healthful and safe approach to employee work effort. Knowledge of the safety rules and how and when to function under the rules, supplemented by compliance, is essential to safety.

Employees scheduled for any safety and health training will attend such training. New employees will be provided orientation training and will be furnished information and literature covering the company health and safety policies, rules, and procedures.

This orientation training must be provided prior to the employee's exposure to the work environment.

Individual job/task training, to include the applicable regulations/standards for their job, will be provided to all employees. Included in this training is: the recognition, avoidance, anc prevention of unsafe conditions, areas and activities that require personal protectior equipment, and how to use protective equipment (such as respirators, etc.).

On-going safety training sessions, and/or "tailgate" training meetings, will be conducted to provide information and training on new equipment, new procedures, new chemicals, and/or refresher/remedial training in specific areas. Such training may be held in conjunction with the safety briefings/meetings addressed elsewhere in this program.

Supervisors will ensure their employees are scheduled and provided this training as required. Examples of specified training include (but not limited to) the following:

- Safe handling/use of flammables, poisons, or toxics;
- Confined space entry;
- Respirator care/use;
- Hazard communication (hazardous chemicals);
- Fall hazards and fall protection;
- Lockout/tagout procedures;
- Scaffold use, and erection/dismantling.
- Bloodborne Pathogens (Non-Medical)

Training addressed above will be documented in the employees' personnel records and/or in a master training record.

Safety education for new joining employee:

The SO (Safety Officer) shall give site induction training to all staff and the new joining employee and subcontractors personnel. Site induction shall include these subjects, project description, required PPE, fire equipment, lifting, reporting accidents/incidents, site regulations, housekeeping, excavation, permit to work,. These shall include question and answer discussions.

OSHA FORM 300 Injury/Illness Log

The OSHA Form 300 log of all recordable occupational injuries and illnesses will be maintained at the main office. This involves the superintendent ensuring that the required injury information is forwarded to the main office for posting onto the master log within six days after the accident has occurred.
If the construction is open for a year or more, the superintendent will maintain this log at that job site. The summary section of the OSHA Form 300 must be posted at each job site by February 1st of the following year and remain in place until the end of April.

Hazard Identification, Assessment, and Control

Hazard identification and elimination is not only an inherent responsibility of supervision in providing a safe workplace for employees, but also requires employee involvement.

As such, hazard evaluation and control shall be an on-going concern for all. It is the responsibility of everyone (management, supervisors, and all employees) to identify, report, and correct, all possible hazards.

We have a procedure for conducting inspections of jobsites for compliance with health and safety rules. The purpose of the in-house inspection is to identify hazards and unsafe practices before they cause injury or accident.

Formal safety and health inspections will be conducted under the following minimum timelines:

1. Health and Safety Manager: Monthly of all fixed facilities and shop, and each project or job site.
2. Project superintendent: Monthly of his/her project. More often as different phases of construction may warrant.
3. Foremen/supervisors: Weekly of area of responsibility of jobsite.
4. The Health and Safety Manager on an annual basis will review the company's health and safety program.

After completing jobsite or facility inspections, the person making the inspection will:

1. Discuss findings with employees/persons responsible for creating the condition. Invite their comments, suggestions and aid.
2. Where sub-contractors on the job cause hazards, discuss the situation with the job superintendent; then identify the problem to the owner, contractor, and other contractors involved.
3. Ensure recommended corrections\changes are transmitted to, and/or discussed with the proper supervisor/person for correction.
4. Follow up on changes, corrections, and other actions necessary.
5. If applicable, provide copy of checklist to company health and safety person, along with statement of corrective actions taken or still required.

Inspection Guidelines

This listing includes items and categories for health and safety inspections on the job and in the shop. It is generic and not all-inclusive, but provides a guideline of areas to be surveyed or developed into a checklist for use during the inspection.

First aid safety and health equipment

Posters and signs detailing health and safety practices

Accident reporting records

Employee training provided, such as health and safety talks, worker orientation

Equipment and tools (hand, power, welding, etc.): condition, use

Protective guards and devices -availability, use, proper maintenance and operating condition

Housekeeping, maintaining clean work areas free of trash/debris accumulation, tripping and slipping hazards

Lighting: for adequacy and safety Sanitation: water, toilets for cleanliness and proper operation

Noise hazards, hearing protection Ventilation for gases, vapors, fumes, dusts

Availability of personal protective equipment: Hard hats/head protection, respirators, fall protection equipment, safety belts, life lines, safety shoes, eye protection, gloves

Fire protection, prevention and control, use of fire protection equipment

Temporary buildings, trailers and sheds

Open yard storage

Storage of flammable and combustible liquids including service and refueling areas for

Vehicles Temporary heating devices
Fall protection requirements: In place and in use

Electrical system and devices; condition and use of cords; ground fault protection or

assured grounding conductor protection

Openings - floor, wall, railings

Materials - handling equipment and elevators

Ladders: condition and use

Hazard communication program and material safety data sheets (MSDS)

Excavations and trenches: protective systems

Scaffolds: Safety railings, access, secured

Other items as appropriate

Construction Site Health and Safety Rules

In order for a health and safety program to be effective, it is vital that the following be understood and implemented at all levels from management to all employees.

General Workplace Safety Rules

1. Report unsafe conditions to your immediate supervisor.
2. Promptly report all accidents/injuries/incidents to your immediate supervisor.
3. Use eye and face protection where there is danger from flying objects or particles, (such as when grinding, chipping, burning and welding, etc.) or from hazardous chemical splashes.
4. Dress properly. Wear appropriate work clothes, gloves, and shoes or boots. Loose clothing and jewelry shall not be worn.
5. Operate machines or other equipment only when all guards and safety devices are in place and in proper operating condition.
6. Keep all equipment in safe working condition. Never use defective tools or equipment.
7. Report any defective tools or equipment to immediate supervisor.
8. Properly care for and be responsible for all personal protective equipment (PPE). Wear or use any such PPE when required.
9. Lockout or tagout or disconnect power on any equipment or machines before any maintenance, unjamming, and adjustments are made.

10. Do not leave materials in aisles, walkways, stairways, work areas, roadways, or other points of egress.

11. Practice good housekeeping at all times.

12. Training on equipment is required prior to unsupervised operation.

Compliance with regulations/rules and all company safety rules in the following sections is required.

Housekeeping

1. Proper housekeeping is the foundation for a safe work environment. It definitely helps prevent accidents and fires, as well as creating a professional appearance in the work area.

2. Material will be piled or stored in a stable manner so that it will not be subject to falling.

3. Combustible scrap, debris, and garbage shall be removed from the work area at frequent and regular intervals.

4. Stairways, walkways, exit doors, in front of electrical panels, or access to fire fighting equipment will be kept clear of materials, supplies, trash, and debris.

Fire Prevention

1. All firefighting equipment shall be conspicuously located, accessible, and inspected periodically, and maintained in operating condition. An annual service check and monthly visual inspections are required for fire extinguisher.

2. All employees must know the location of fire fighting equipment in the work area and have knowledge of its use and application.

3. Only approved safety containers will be used for handling or storing flammable liquids in quantities greater than one gallon.

4. When heat-producing equipment is used, the work area must be kept clear of all fire hazards and all sources of potential fires will be eliminated.

5. A salamander or other open-flame device will not be used in confined or enclosed structures without proper ventilation. Heaters will be vented to the atmosphere and located an adequate distance from walls, ceilings and floors.

6. Fire prevention equipment such as extinguishers, sand buckets, and/or water sources will be available at all times when utilizing heat-producing equipment.
7. Storage of LPG within buildings is prohibited.

1. Toilet facilities shall be provided as required for the number of workers.
2. An adequate supply of potable water shall be provided.
3. Provisions will be made prior to commencement of the project for prompt medical attention in case of serious injury, to include emergency telephone numbers, transportation, and communications.
4. When no medical facility is reasonably accessible (time and distance) to the worksite, a person who has a valid certificate of first aid training will be available at the worksite to render first aid.
5. Employees must be protected against exposure to hazardous noise levels by controlling exposure or by use of proper personal protective equipment.
6. Protection against exposure to harmful gases, fumes, dust, and similar airborne hazards must be furnished through proper ventilation or personal respiratory equipment.

HEAT AND COLD STRESS PREVENTION

1. Heat Stress

Employees who have symptoms or conditions of heat stress, heat stroke, and/or heat exhaustion should seek immediate medical attention from a professional medical provider.

1.1.1 Causes and Symptoms

Heat stress may occur at any time work is being performed at elevated temperatures or when protective clothing is worn.

Heat stress symptoms include fatigue, irritability, anxiety, and decreased concentration, dexterity, or movement. If the body's physiological processes fail to maintain a normal body temperature because of excessive heat, a number of physical reactions can occur ranging from mild to fatal. Because heat stress is one of the most common and potentially serious problems that workers encounter, regular monitoring and preventive measures are vital.

Employees must learn to recognize and treat the various forms of heat stress.

1.1.2 Preventive Measures

At all projects/facilities, the following protocols will be followed:
Suggest that employees drink 16 ounces of water before beginning work in the morning and after lunch. Provide disposable 4-ounce cups and water. Urge employees to drink 1 to 2 gallons of water per day. Provide a cool (preferably air-conditioned) area for rest breaks. Discourage the use of alcohol during nonworking hours, and discourage the intake of coffee during working hours. Monitor employee for signs of heat stress. An employee with high blood pressure must be monitored often, and extra precautions should be taken (e.g., drink more water).

Acclimate employees to work conditions by slowly increasing their workloads (i.e., do not begin work activities with extremely demanding tasks).

Provide cooling devices to aid natural body ventilation. An example of a cooling aid is long cotton underwear that acts as a wick to help absorb moisture and protect the skin from direct contact with heat-absorbing protective clothing. Because these devices add weight, their use should be balanced against worker efficiency.

If running water is available, install showers and/or hose-down facilities to reduce body temperature and cool protective clothing.

Ensure that adequate shelter is available to protect personnel against heat, as well as cold, rain, or snow, which can decrease physical efficiency and increase the probability of both heat and cold stress. If possible, set up the command post in the shade.

Maintain good hygienic standards by frequent changes of clothing and showering. Clothing should be permitted to dry during rest periods. Employees should immediately report any skin problems to their supervisor.

2. Heat Stroke

2.1 Definition

Heat stroke is an acute and dangerous reaction to heat stress caused by a failure of the heat-regulating mechanisms of the body (i.e., the temperature control system that causes sweating stops working properly). During an episode of heat stroke, the body temperature can rise so high that brain damage and death may result if the person is not cooled quickly.

2.2 Symptoms

The symptoms of heat stroke include red, hot, dry skin (although the person may have been sweating earlier); nausea; dizziness; confusion; extremely high body temperature; rapid respiratory and pulse rate; and unconsciousness or coma.

2.3 Treatment

The victim of heat stroke should be cooled quickly to prevent permanent brain damage or death. Soak the victim in cool but not cold water, sponge the body with cool water, or pour water on the body to reduce the temperature to a safe level (102°F). Do not give the victim coffee, tea, or alcoholic beverages. Observe the victim and obtain medical help.

3. Heat Exhaustion

Heat exhaustion is a state of weakness or exhaustion caused by the loss of fluids from the body. This condition, although less dangerous than heat stroke must be treated.

3.1 Symptoms

The symptoms of heat exhaustion include pale, clammy, moist skin, profuse perspiration, and extreme weakness. The body temperature is normal; the pulse is weak and rapid; and breathing is shallow. The victim may have a headache, may vomit, and/or may be dizzy.

3.2 Treatment

Move the victim to a cool place, loosen clothing, place the victim in a head-low position, and provide bed rest. The normal thirst mechanism is not sensitive enough to ensure body fluid replacement. Have the victim drink 1 to 2 cups of water immediately and every 20 minutes thereafter until symptoms subside. Total water consumption should be about 1 to 2 gallons per day. Consult a physician, especially in severe cases.

4. Heat Cramps

Heat cramps are caused by perspiration that is not balanced by adequate fluid intake. Heat cramps are often the first sign of a condition that can lead to heat stroke.

4.1 Symptoms

Heat cramps are characterized by acute painful spasms of the voluntary muscles (e.g., abdomen and extremities).

4.2 Treatment

Move the victim to a cool area and loosen clothing. Have the victim drink 1 to 2 cups of water immediately and every 20 minutes thereafter until symptoms subside. Total water consumption should be 1 to 2 gallons per day. Consult a physician.

5. Heat Rash

Heat rash is caused by continuous exposure to heat and humid air and is aggravated by chafing clothes. The condition decreases a person's ability to tolerate heat.

5.1 Symptoms

The symptoms of heat rash include mild, red rash, especially on areas of the body in contact with protective gear.

5.2 Treatment

Heat rash is treated by decreasing the amount of time workers wear protective gear and by applying powder to affected areas to help absorb moisture and decrease chafing.

6. Heat Stress Monitoring

For strenuous field work that is part of ongoing project/facility work activities in hot weather, the following procedure may be used to monitor the body's physiological response to heat and to manage the work cycle. This procedure may be instituted when the ambient temperature exceeds 70°F (21° C).The heart rate (HR) should be measured by the radial pulse for 30 seconds as early as possible in the resting period. The HR at the beginning of the rest period should not exceed 110 beats/minute for most individuals. The maximum rate is based on an individual's base rate. Base rates vary across the population. If the HR is higher than 110 beats/minute, the next work period should be shortened by 33 percent, while the length of the rest period stays the same. If the HR still exceeds 110 beats/minute at the beginning of the next rest period, the following work cycle should be further shortened by 3`3 percent. The procedure should be continued until the HR is maintained below 110 beats/minute.

7. Cold Stress

Overexposure to cold environments can have serious effects on exposed body surfaces or deeper body tissues.The effects of work in cold environments depend on factors such as air temperature and wind, duration of exposure, type of protective clothing and equipment, type of work, level of physical effort, and health status of the employee. Information about the most common cold stress problems is presented below.

Hypothermia

Hypothermia results when the body loses heat faster than it can produce it. This causes the blood vessels in the skin to constrict in order to conserve important vital heat. Hands and feet are usually affected first. As the body tries to produce more heat, involuntary shivering begins. This shivering is often the first sign of hypothermia. Further heat loss produces speech difficulty, forgetfulness, loss of manual dexterity, collapse, and finally death.

Frostbite

Frostbite occurs when there is actual freezing of the body tissues, normally when temperatures are below freezing. The injury can result from exposure to cold wind, from prolonged exposure to cold temperatures, or from skin contact with an object whose temperature is below freezing.

The tissue damage can be superficial near the skin or extend to deeper body tissues and cause gangrene. The skin may first have a prickly or tingling sensation and later become numb with cold; the appearance may range from superficial redness of the skin to white frozen-looking tissues.

Immersion Foot or Trench Foot

These two cold injuries occur as a result of exposure to cool or cold water. Immersion foot usually results from prolonged exposure when air temperatures are above freezing, whereas trench foot normally occurs from shorter exposure at temperatures near freezing. The symptoms for each disorder are similar and include tingling, itching, swelling, pain in some cases or numbness in others, lack of sweating, and blisters.

Treatment of Cold Disorders

The intent of all treatment is to increase the deep body temperature to 98.6°F. Symptoms include heavy shivering, drowsiness, excessive fatigue, and confusion, in addition to those listed above. Cold-weather work should be discontinued for any worker with these symptoms, and the worker should be taken to a warm area. Wet clothing should be removed if possible and replaced by dry clothing. A warm, nonalcoholic, noncaffeine drink or soup may be given. Re-warming should be gradual. For frostbite, the victim should be sheltered from the wind and cold and given warm drinks. The frozen area should be covered with warm clothing or blankets or be warmed against another person's body. Do not use direct heat and do not rub the affected area. Warming should be rapid but gentle.

Avoidance of Cold-Related Emergencies

Adequate, appropriate clothing should be worn to keep body warmth in and cold out. Multiple layers of light clothes are best because the dead air space between layers serves as insulation. Good insulation is provided by the following layers of clothing:

- an innermost layer that traps heat and allows ventilation of perspiration (cotton is a good material);
- a wool or fiberfill insulating layer; and
- a windproof and waterproof outer protective layer (e,g,m nylon or waterproof suits).

The following precautions will also be taken to avoid cold stress:

- All workers will be trained in the recognition of symptoms, treatment of cold stress disorders, and wind-chill index.
- Work will be carefully scheduled to avoid heavy perspiration by workers.
- Extremities of the body will be protected adequately. Hands should be covered with gloves and, for temperatures below 0°F, mittens. Caps, hoods, or hard hats with liners should be used to cover the head and ears. Feet should be protected with insulated boots, layers of socks, or boot covers, as appropriate.

- An appropriate work-rest regime or schedule and a heated shelter for relief from the cold will be provided.
- A change of dry work clothing will be on hand for each worker.
- Warm, nonalcoholic drinks (avoid or minimize coffee or other liquid containing caffeine) and/or soups should be available.
- Bare metal equipment controls, seats, etc., should be covered with nonconducting materials.
- The buddy system will be used at all times.
- Work will be planned to consider the additional weight and bulkiness of clothing that may affect work performance. Standing still or sitting still for long periods will be minimized.
- Work will be performed away from windy, drafty, or unprotected areas as much as possible.
- Air-purifying respirators (APRs) will not be worn at temperatures below 32°F without a nose cup.
- Powered APRs (PAPRs) will not be used in temperatures below 40°F because of the wind chill created in the face piece.

Personal Protective and Related Equipment

1. Personal protective equipment must be worn as required for each job in all operations where there is an exposure to hazardous conditions.
2. Equipment requirements will be reviewed by supervisor/foreman, etc.
3. Employees are expected to utilize proper judgment in their personal habits. When they report to work each morning they must be in fit condition to meet daily obligations.
4. Goggles, face shields, helmets and other comparable equipment are required to fit the eye and face protection needs of the employee for each job.
5. Hard hats and steel-toed safety work boots/shoes must be worn by all employees at all times where required.
6. Appropriate gloves, aprons and boots are to be used when necessary for protection against acids and other chemicals, which could injure employees' skin.
7. Respiratory equipment in many cases is needed for protection against toxic and hazardous fumes/dusts.
8. Supervisors must verify which equipment meets the need for breathing safety.
9. Some form or element of fall protection must be provided where employees are exposed to any fall hazard of six feet or greater (Exceptions: scaffolds -ten feet, and ladders.) Depending on the situation, this fall protection may be guardrails, safety nets, personal fall arrest systems (harness, lanyard, lifeline), hole covers, or any other appropriate protection.

10. Flagmen will wear a red or orange warning garment while flagging; reflecting garments will be worn at night.

Electrical

1. Live electrical parts shall be guarded against accidental contact by cabinets, enclosure, location, or guarding. Cabinet covers will be replaced.
2. Working and clear space around electric equipment and distribution boxes will be kept clear and assessable.
3. Circuit breakers, switch boxes, etc. will be legibly marked to indicate their purpose.
4. Cords and strain relief devices/clamps will be in good condition.
5. Electrical cords will not suspend temporary lights unless cords and lights are designed for such suspension. Flexible cords used for temporary and portable lights will be designed for hard or extra hard usage.
6. Employees will not work in such close (able to contact) proximity to any part of an electric power circuit unless the circuit is de-energized, grounded, or guarded by insulation.
7. Equipment or circuits that are de-energized will be locked out and tagged out. The tags will plainly identify the equipment or circuits being worked on.

Compressed Gas Cylinders

1. All gas cylinders will have their contents clearly marked on the outside of each cylinder.
2. Cylinders must be transported, stored, and secured in an upright position. They will never be left laying on the ground or floor, nor used as rollers or supports.
3. Cylinder valves must be protected with caps and closed when not in use.
4. All leaking or defective cylinders must be removed from service promptly, tagged as inoperable and placed in an open space removed from the work area.
5. Oxygen cylinders and fittings will be kept away from oil or grease.
6. When cylinders are hoisted, they will be secured in a cradle, sling-board, or pallet. Valve protection caps will not be used for lifting cylinders from one vertical level to another.

Ladders

1. A competent person to identify any unsafe conditions will periodically inspect ladders.
2. Those ladders with structural defects will be removed from service, and repaired or replaced.
3. Straight ladders used on other than stable, level, and dry surfaces must be tied off, held, or secured for stability.
4. Portable ladder side rails will extend at least three feet above the upper landing to which the ladder is used to gain access.
5. The top or top step of a stepladder will not be used as a step.

Aerial Lifts

1. Aerial lifts include cherry pickers, extensible boom platforms, aerial ladders, articulating boom platforms, vertical towers, and any combinations of the above.
2. Only authorized and trained persons will operate aerial lifts.
3. Lift controls will be tested each day before use.
4. Safety harness will be worn when elevated in the aerial lift.
5. Lanyards will be attached to the boom or basket.
6. Employees will not belt off to adjacent poles, structures, or equipment while working from an aerial lift.
7. Employees will always stand firmly on the floor of the basket, and will not sit or climb on the edge of the basket.
8. Planks, ladders, or other devices will not be used for work position or additional working height.
9. Brakes will be set and outriggers will be used.
10. The aerial lift truck will not be moved with the boom elevated and employees in the basket, unless the equipment is specifically designed for such.

Cranes

1. A competent person prior to each use/during use to make sure it is in safe operating condition will inspect all cranes. Also, a certification record of monthly inspections to include date, inspector signature, and crane identifier will be maintained.
2. A thorough annual inspection of hoisting machinery will be made by a competent person, or

by a government or private agency, and records maintained.

3. Loads will never be swung over the heads of workers in the area.
4. Employees will never ride hooks, concrete buckets, or other material loads being suspended or moved by cranes.
5. Tag lines must be used to control loads and keep workers away.
6. Loads, booms, and rigging will be kept at least 10 feet from energized electrical lines rated 50 KV or lower unless the lines are de-energized. For lines rated greater that 50 KV follow OSHA Rules and Regulations, 1926.550(a)(15).
7. Cranes will always be operated on firm, level surfaces, or use mats/pads, particularly for near-capacity lifts.
8. Accessible areas within the swing radius of the rear of the rotating superstructure of the crane, either permanently or temporarily mounted, will be barricaded in such a manner as to prevent employees from being struck or crushed by the crane.
9. Rigging equipment (chains, slings, wire rope, hooks, other attachments, etc.) will be inspected prior to use on each shift to ensure it is safe. Defective rigging and equipment will be removed from service.
10. Wire rope shall be taken out of service when one of the following conditions exist:

- In running ropes, 6 random distributed broken wires in one lay or 3 broken wires in one strand or one lay.
- Wear of one-third the original diameter of outside individual wires.
- Kinking, crushing, bird caging, heat damage, or any other damage resulting in distortion of the rope structure.
- In standing ropes, more than two broken wires in one lay in sections beyond end connections, or more than one broken wire at an end connection.

Welding and Brazing

1. Combustible material will be cleared from the area around cutting or welding operations.
2. Welding helmets and goggles will be worn for eye protection and to prevent flash burns.
3. Eye protection to guard against slag while chipping, grinding and dressing of welds will

be worn.

4. Only electrode holders specifically designed for arc welding will be used.
5. All parts subject to electrical current will be fully insulated against the maximum voltage encountered to ground.
6. A ground return cable shall have a safe current carrying capacity equal to, or exceeding, the specified maximum output capacity of the arc-welding unit that it services.
7. Cables, leads, hoses, and connections will be placed so that there are no fire or tripping hazards.

Tools

1. Take special precautions when using power tools.
2. Defective tools will be removed form service.
3. Electric power tools will be the grounded-type or double insulated.
4. Power tools will be turned off and motion stopped before setting tool down.
5. Tools will be disconnected from power source before changing drills, blades or bits, or attempting repair or adjustment. Never leave a running tool unattended.
6. Power saws, table saws, and radial arm saws will have operational blade guards installed and used.
7. Unsafe/defective hand tools will not be used. These include sprung jaws on wrenches, mushroomed head of chisels/punches, and cracked/broken handles of any tool.
8. Portable abrasive grinders will have guards installed covering the upper and back portions of the abrasive wheel. Wheel speed ratings will never be less than the grinder RPM speed.
9. Compressed air will not be used for cleaning purposes except when pressure is reduced to less than 30 psi by regulating or use of a safety nozzle, and then only with effective chip guarding and proper personal protective equipment.
10. Abrasive blasting nozzles will have a valve that must be held open manually.

Safety Railings and Other Fall Protection

1. All open sided floors and platforms six feet or more above adjacent floor/ground level

2. A stairway or ladder will be provided at any point of access where there is a break in elevation of 19 inches or more.

3. All stairways of four or more risers or greater than 30 inches high will be guarded by a handrail or stair rails

4. When a floor hole or opening (greater than two inches in its least dimension) is created during a work activity, through which a worker can fall, step into, or material can fall through, a cover or a safety guardrail must be installed immediately.

5. Safety nets will be provided when workplaces are more than 25 feet above the ground, water, or other surfaces where the use of ladders, scaffolds, catch platforms, temporary floors, safety lines, or safety belts, is impractical.

6. Safety harnesses, lanyards, lines, and lifelines may be used in lieu of other fall protection systems to provide the required fall protection.

7. Adjustment of lanyards must provide for not more than a six-foot fall, and all tie off points must be at least waist high.

Scaffolds

1. Scaffolds will be erected, moved, dismantled, or altered only under the supervision of a competent person qualified in scaffold erection, moving, dismantling, or alteration.

2. Standard guardrails (consisting of top-rail and mid-rail) will be installed on all open sides and ends of scaffold platforms and/or work levels more than ten feet above the ground, floor, or lower level.

3. Scaffolds four to ten feet in height with a minimum horizontal dimension in any direction less than 45 inches will have standard railings installed on all open sides/ends.

4. Platforms at all working levels will be fully planked. Planking will be laid tight with no more than one inch space between them, overlap at least 12 inches, and extend over end supports 6 - 12 inches.

5. The front edge of all platforms will be no more than 14 inches from the face of the work, except plastering/lathing may be 18 inches.

6. Mobile scaffolds will be erected no more than a maximum height of four times their minimum base dimension.

7. Scaffolds will not be overloaded beyond their design loadings.

8. Scaffold components should not be used as tie-off/anchor points for fall protection devices.

9. Portable ladders, hook-on ladders, attachable ladders, integral prefabricated scaffold frames, walkways, or direct access from another scaffold or structure will be used for access when platforms are more than two feet above or below a point of access.

10. Cross braces will not be used as a mean of access to scaffolds.

11. Scaffolds will not be erected, used, dismantled, altered, or moved such that they or any conductive material handled on them might come closer to exposed and energized power lines than the following:

Three feet from insulated lines of less than 300 volts;

Ten feet plus for any other insulated or un-insulated lines.

Excavations and Trenches

1. Any excavation or trench five feet or more in depth will be provided cave-in protection through shoring, sloping, benching, or the use of hydraulic shoring, trench shields, or trench boxes.

2. Trenches less than five feet in depth and showing potential of cave-in will also be provided cave-in protection. Specific requirements of each system are dependent upon the soil classification as determined by a competent person.

3. A competent person will inspect each excavation/trench daily prior to start of work, after every rainstorm or other hazard-increasing occurrence, and as needed throughout the shift.

4. Means of egress will be provided in trenches four feet or more in depth so as to require no more than 25 feet of lateral travel for each employee in the trench.

5. Spoil piles and other equipment will be kept at least two feet from the edge of the trench or excavation.

Motor Vehicles and Mechanized Equipment

1 All vehicles and equipment will be checked at the beginning of each shift, and during use, to make sure it is in safe operating condition.

2 All equipment left unattended at night adjacent to highways in normal use shall have lights or reflectors, or barricades with lights or reflectors, to identify the location of the equipment.

3 When equipment is stopped or parked, parking brakes shall be set. Equipment on inclines shall have wheels chocked as well as having parking brakes set.

4 Operators shall not use earth-moving or compaction equipment having an obstructed rear view unless vehicle has an audible reverse signal alarm, or is backed only when observer says it is safe to do so.

Miscellaneous

1. All protruding reinforcing steel, onto and into which employees could fall, shall be guarded to eliminate the impalement hazard.

2. Enclosed chutes will be used when material, trash, and debris are dropped more than 20 feet outside the exterior walls of a building. A substantial gate will be provided near the discharge end of the chute, and guardrails at the chute openings into which workers drop material.

3. Only trained employees will operate forklifts and other industrial trucks.

INDIVIDUAL SAFETY AND HEALTH PROGRAMS LISTING

OSHA standards specify various individual programs that may be applicable to constructior companies. Highlights of these programs are provided below, and specific written programs or procedures may be included into this written program, attached as appendixes, or developec separately.

Construction Company Health and Safety Rules

These rules provide safety guidance for the company and employees to follow on the project or job site. They cover various requirements in such areas as housekeeping, fire prevention, electrical, ladders, scaffolds, excavations, etc, that can be encountered on the job site.

Hazard Communication Program

If employees are exposed to or work with hazardous chemicals at the job site, this program is required. Important elements of the program are required to include a master listing of chemicals; maintaining material safety data sheets on each chemical; and training of employees on the program, the chemicals exposed to, and material safety data sheets.

Respiratory Protection Program

If employees are exposed to hazardous/toxic chemical, paint or other gases, vapors, fumes, dusts, or mists above the permissible exposure limit, and/or employees wear respirators, this program is required. Program elements are written program for the selection, maintenance, care, and use of respirators, fit testing, training, and employee evaluation for use.

Occupational Noise Exposure / Hearing Conservation Program

If employees are exposed to noise levels above the permissible noise exposures, protection against the effects of noise and an effective hearing conservation program are required. Such a program would include elements such as written program, noise monitoring, hearing

evaluations and follow-on testing, personal protective equipment (hearing protection), and maintenance of medical records.

Fire Protection and Prevention

A fire protection and prevention program must be developed and followed throughout al phases of the construction and demolition work. Program elements include providing the specified firefighting equipment, periodic inspections of the same, providing fire alarm devices/system, and establishment and adherence to fire prevention practices.

Hazard Assessment Plan

Employers are required to furnish to employees a workplace that is free from recognized hazards. An in-depth hazard evaluation and/or safety inspection conducted by, private consultants, insurance companies, or in-house are means of identifying and eliminating workplace hazards. An on going periodic self-inspection program will help ensure that hazards are identified and eliminated/controlled.

Emergency Response Plan

If employees are engaged in emergency response to a hazardous substance/chemical release, an emergency response plan must be developed and implemented to handle anticipated emergencies. Program elements include a written response plan, identification and training of responding employees, medical surveillance and consultation, and post response operations.

Asbestos Control Program

If employees are exposed to asbestos fibers in the workplace, then an initial monitoring for asbestos exposure must be made. If the monitoring results are above the permissible exposure limit (PEL), this program is required. Program elements include regulated areas, exposure monitoring, medical surveillance and records maintenance, engineering controls, personal protective equipment, and training.

APPENDIX B

ASBESTOS MANAGEMENT PLAN
PART I: GENERAL PROVISIONS OF THE MANAGEMENT PLAN

1.0 INTRODUCTION

ABCO (hereinafter referred to as the 'Contractor') has developed an Asbestos Management Plan in accordance with the United States Department of Labor, Occupational Safety and Health Administration's (OSHA's) Asbestos Standards [29 CFR 1910.1001, 29 CFR 1926.1101].

The following steps will be taken once information is received from client regarding possible asbestos sources and plan for such removal or mitigation:

1. Review of all available documents (construction drawings, as-builts, and specifications) pertaining to such ACM sources.
2. Visual inspection of areas in question to identify suspect ACM, sampling of suspect ACM as required, and physical assessment of it's condition.
3. Confirm presence of ACM in sample by analysis.
4. Discuss abatement priorities with client.
5. Assign response actions for all agreed upon activities.
6. Develop Operations and Maintenance Program to effectively control and manage ACM remaining in-place.

This plan will be based on future inspections in coordination with Customer. Condition assessments and subsequent assigned response actions of ACM identified will be based on the conditions at the time of the inspection.

This plan is divided into two parts. Part I provides general provisions of the plan; Part II is the Operations and Maintenance Program.

2.0 PURPOSE AND POLICY

The objective of this Management Plan is to allow the continuation of normal building maintenance and service activities while limiting the potential exposure of building occupants, maintenance workers, and outside service personnel to airborne asbestos fibers. The program's policies and procedures have been specifically designed to meet the needs of all parties associated with target project sites.

This Management Plan is guided by four (4) specific policy statements:

1. Asbestos-containing materials identified at Customers facilities are to be maintained under an Operations and Maintenance program to be instituted by the contractor.
2. Under this Management Plan, to the extent that the objective of the Management

Plan is not compromised, intact ACM will not be removed until a condition arises pursuant to Policy Statement three (3) below.

3. Instances and conditions which would motivate removal of some portion of the ACM in the facility include:

a. When it is determined that ACM will be disturbed by repair, renovation or demolition activity; or

b. Where a response to damaged ACM is necessary, and it is determined that removal is either the only acceptable response or the most cost effective response relative to all factors considered.

4. Repair is the minimal necessary response action to damaged ACM that is not removed.

Locations and approximate amounts of all identified ACM will be detailed in the Asbestos Identification Survey Reports issued by client.

3.0 DEFINITIONS

"Client" represents Customers Contracting Officer (CO) or designated representative

"ACM" means Asbestos-Containing Material.

"EPA" means the United States Environmental Protection Agency.

"HEPA" means High Efficiency Particulate Absolute.

"O & M" means Operations and Maintenance.

"OSHA" means the United States Department of Labor Occupational Safety and Health Administration.

"USEPA" means the United States Environmental Protection Agency.

4.0 GENERAL SCOPE

4.1 MANAGEMENT STRUCTURE

4.1.1 PROGRAM MANAGEMENT

Program Management shall originate from the Project Manager who shall delegate, as necessary, oversight and review of the Plan to appropriate personnel and consultants. He/she may delineate specific buildings with no identified ACM and conditions which preclude the potential presence of concealed suspect material to be exempt from the requirements of this Management Plan. A copy of this exemption must be included in the Management Plan.

4.1.2 INITIAL NOTIFICATION TO CLIENT

Notification of the development of this Plan shall be made in writing to appropriate client representatives who will then be required to designate a Plan contact person (or persons) whom the Project Manager may approach regarding Plan implementation issues. Project Manager shall meet with these contact persons to discuss the elements of this Plan, especially relative to the "Notification of Employee or Contracted Labor" requirement as follows

4.1.3 NOTIFICATION OF EMPLOYEE OR CONTRACTED LABOR Anytime anyone other than the Client's staff are required to conduct custodial or maintenance type activities on ACM

containing site (such as outside contractors, telephone workers, etc.):

- They shall be notified of the location of the ACM on the site and any special precautions required, and;
- A person designated by the contractor shall be notified of their presence in the building and their intended activities.

Notification to the workers may be in the form of reading of this Management Plan, or by other written information that as a minimum includes the type and/or location of ACM in the building, and any special precautions required. Notification to the contractor of the presence and intended activities of the outside workers shall be made by appropriate client personnel prior to workers beginning their activities so that a determination of whether the activities will disturb ACM can be made. The contractor shall then release the workers to proceed and document the release, any specific instructions, and evidence of the worker's notification.

Employees who may contact ACM as part of their regular assigned duties shall participate in an in-house awareness training program.

4.1.4 EMERGENCY SITUATIONS In the event that emergency responses are required, client must contact contractor by telephone to describe situation and proposed plan of action. Written documentation of the emergency and response must be completed within 24 hours of the initial telephone contact and forwarded to the contractor.

4.2 OCCUPANT AWARENESS The Plan will be made available in the contractor's on-site office during normal working hours. Employees, as appropriate, shall receive awareness training pursuant to the OSHA Standard.

4.3 LABELING OF ACM The location of any ACM in routine maintenance areas (such as boiler rooms) shall be marked with warning labels affixed immediately adjacent to, or directly upon, the ACM, as appropriate Labeling shall be in accordance with the OSHA Standard for General Industry, 29 CFR 1910.1001.

PART II: OPERATIONS AND MAINTENANCE PROGRAM

1.0 GENERAL SCOPE The following procedures will be utilized if an O & M program is established for maintenance personnel or work performed by any contractors.

1.1 PROGRAM MANAGEMENT Program Management shall originate from the Project Manager, with oversight and review of work locations and procedures being performed by person(s) designated by the Project Manager.

1.2 SCOPE This Plan shall apply to all spaces and building elements at project locations containing ACM and shall not apply to areas where ACM is not present.

1.3 DEFINITIONS Words, terms and abbreviations used in this Plan shall have the meanings described in the Definitions section of Part I of this Management Plan.

1.4 ENGINEERING CONTROLS Engineering controls such as, but not limited to, isolation, enclosure, local exhaust ventilation, and dust collection shall be used during response action activities. Local exhaust and dust collection systems shall utilize High Efficiency Particulate Absolute (HEPA) filters manufactured for use with asbestos particles. All hand-operated and power-operated tools which may produce or release fibers shall be equipped with local HEPA-filtered exhaust systems.

2.0 CLEANING AND MAINTENANCE PROCEDURES

2.1 GENERAL WORK PRACTICES General work practices, including but not limited to, handling of asbestos; cleaning of adjacent surfaces and materials; personal protection and hygiene; and isolation of work areas shall be in accordance with the OSHA Standards. Specific instructions and work practices shall be in accordance with the Specific Instructions and Work Practices section of this Program.

2.2 EQUIPMENT AND SUPPLIES Specialized equipment and supplies, such as but not limited to, HEPA filter equipment, and respiratory and personal protection equipment shall be commercially available equipment and supplies manufactured for their intended use.

2.3 SPECIFIC INSTRUCTIONS AND WORK PRACTICES - NON-FRIABLE ACM

ROUTINE WORK PRACTICES - NON-FRIABLE ACM

The non-friable ACM (resilient asbestos floor tiles, floor tile mastic) is to be cleaned by non-abrasive cleaning agents and methods only. Mild detergents applied by soft mops and/or rags is an acceptable practice. No special personal protective equipment is required for this work. ACM is never to be sanded, chipped, gouged, broken, or otherwise made to break down and become friable.

REMOVAL OF LOOSE OR BROKEN ACM - NON-FRIABLE ACM

Non-friable ACM that has loosened and is to be removed shall be removed in intact sections whenever possible. Removed sections shall be stored and disposed of in accordance with Section 7.0 of this O & M program. No special personal protection equipment is required for this work.

Non-friable ACM that has been broken shall be removed by wetting the broken pieces and the surrounding area with an amended water solution and placing the broken pieces in approved disposal bags. The area from which the pieces were removed, and the surrounding areas, are then to be cleaned using a HEPA filtered vacuum. Personal protective equipment shall be as required by Section 5.0 of this O & M Program.

REMOVAL OF INTACT ACM -NON-FRIABLE ACM

Should the need arise to remove intact non-friable ACM for renovation or other purposes; it shall be removed by methods that will not cause the ACM to break down and become friable. Removal of more than three square feet or three linear feet of ACM shall be accomplished by a qualified asbestos abatement professional in a manner specified by an asbestos abatement project designer.

2.4 SPECIFIC INSTRUCTIONS AND WORK PRACTICES - FRIABLE ACM

SCHEDULED REMOVAL - FRIABLE ACM
Scheduled removal of the ACM in any amount shall be accomplished by an asbestos abatement professional, in a manner specified by an accredited abatement project designer.
REPAIR OR EMERGENCY REMOVAL - FRIABLE ACM
Repair or emergency removal shall consist of small-scale, short duration renovation and maintenance activities including:

- Removal or repair of ACM pipe insulations;
- Replacement or repair of ACM gasket, hot water tank, or duct insulation;
- Removal of less than three square feet of ACM plaster;
- Installation of electrical conduits through or near ACM;
- Cleanup of detaminated fireproofing lying on top of ceiling tiles or other surfaces.

All such work shall be in strict accordance with the OSHA Standards.

3.0 FIBER RELEASE EPISODE Major (disturbance of greater than three linear or three square feet) or minor fiber release episodes shall be handled in accordance with the Emergency Procedures detailed in the Management Plan (Part I, Section 4.1.4). In addition, the following information shall be recorded and maintained by the person(s) designated by the contractor:

- Date of episode
- Location of episode
- Method of repair
- Preventive measures or response actions taken
- Name, address, telephone number, and affiliation of each person performing the work
- If ACM is removed, the name and location of the storage or disposal site for ACM.

4.0 RESPIRATORY AND PERSONAL PROTECTION

4.1 PERSONAL PROTECTIVE CONTROLS

No special protective equipment is required for contractor employees or other authorized party who may perform work involving non-damaged, non-friable ACM.

Personnel involved in work with friable or damaged non-friable ACM shall use, as a minimum, the following personal protective equipment and procedure:

- An appropriate respirator
- Disposable protective clothing
- Personal decontamination

4.2 MEDICAL EXAMS AND RESPIRATORY PROTECTION PROGRAM

Should any of the contractor's employees be trained to complete short duration response actions, the contractor shall establish a Respirator Program pursuant to the OSHA Respiratory Protection Standard 29 CFR 1019.134.

4.3 OTHER HEALTH AND SAFETY HAZARDS

The client shall comply with all standards involving other health and safety hazards which may require consideration including but not limited to ladders, scaffolding, electrical equipment, and chemical solvents. Such hazards will be coordinated between both client and contractor representatives.

5.0 TRAINING PROGRAMS

All contractor employees whose work requires them to come into contact with or handle ACM shall be furnished with at least the minimum Operations and Maintenance Training, including specific work practices and safety procedures. Training shall be provided prior to, or at the time of, initial assignment. Operations and Maintenance Training shall be provided by a qualified professional.

All employees who perform housekeeping operations in an area which contains ACM shall be provided an asbestos awareness training course, which shall at a minimum contain the following elements: health effects of asbestos, locations of ACM in the building, recognition of ACM damage and deterioration, and proper response to fiber release episodes. The following employees are required to attend the awareness-training course:

- Custodians
- Plumbers
- HVAC employees
- Information System Technicians

All outside contractors working in an area of a building where ACM is located will be notified of the presence of the ACM and will be required and responsible for the appropriate level of training for their employees. Contractors must be able to provide verification that their workers have been trained regarding the proper handling of ACM.

ABCO will proceed with asbestos abatement activities in-house or subcontract to qualified asbestos contractors. In-house abatement will proceed only with personnel duly certified in EPA (AHERA) and/or OSHA methods and requirements. The same guidelines will be followed by sub-contractors and certification in required activities will form a basis for their section.

6.0 RULES, NOTIFICATIONS, AND PERMITS

6.1 EPA AND OSHA COMPLIANCE

All O & M work shall be performed in compliance with EPA and OSHA regulations. Compliance with these standards shall be overseen by the Project Manager.

7.0 WASTE DISPOSAL

7.1 BAGGING AND HANDLING

Any asbestos-containing materials which are not in use, or in place on ceilings, walls, floors, or mechanical system components shall be stored in such a way so as to prevent the release of fibers.

A lockable metal drum shall be maintained in a designated area for temporary storage of O & M generated waste. This designated area shall be in a secured area. Appropriate disposal of asbestos-containing waste will be coordinated with Customer.

7.2 LABELING

Containers shall be labeled in accordance with applicable regulations.

8.0 PERIODIC INSPECTIONS

At least every five years beginning with the implementation of this Management Plan, all areas where ACM has been identified should be re-inspected for changes in its condition. The re-inspection should be conducted by a person with adequate training. Such re-inspection will be the responsibility of the client as dates would extend outside the current scope of this contract.

8.1 INSPECTION CONTROL The client is responsible for maintaining records sufficient to indicate when re-inspections are required and for making the necessary arrangements for the re-inspections to be conducted by qualified inspectors.

8.2 SPECIAL INSPECTIONS Renovation and/or demolition projects shall motivate re-inspection of certain building spaces and/or invasive inspection of such spaces as enclosed bathroom cores and columns. The contractor shall utilize the services of a qualified inspector for such work.

9.0 ABATEMENT ACTIVITIES

9.1 ABATEMENT DEFINED

The word abatement as used in this O & M Program is a generic term that means any of severa procedures to control fiber release from ACM. This includes removal, encapsulation, enclosure and repair.

9.2 CHAIN OF COMMAND

The Project Manager shall implement the abatement projects through the use of a professional asbestos consultant. This consultant shall be licensed as an Asbestos Safety Control Monitor (ACSM) and shall consider all aspects and policies of this Management Plan when developing and executing an abatement project.

9.3 USE OF PROFESSIONALS

Only duly qualified professionals will be permitted to perform asbestos abatement activities.

9.4 REGULATION AND SPECIFICATION COMPLIANCE

All work involving the ACM shall be performed in accordance with site specific specifications prepared by a qualified asbestos abatement project designer. All asbestos abatement projects shall comply with the requirements of the USEPA regulation 40 CFR Part 61, Subpart M, and the United States Department of Labor Occupational Safety and Health Administration (OSHA)

regulation 29 CFR 1910.1101 when applicable.

9.5 PERSONAL PROTECTIVE EQUIPMENT

All visitors to active abatement job sites in the building shall be required to wear the necessary personal protective equipment.

9.6 OCCUPANCY CONSIDERATIONS

All abatement work shall take place in compliance with applicable standards.

9.7 QUALITY ASSURANCE

The contractor's performance of the work and final release criteria shall be monitored by client representatives. The quality of the abatement contractor's work shall be primarily determined by visual inspection and/or other methods as determined by client.

9.8 POLICY DEVIATION

Deviation by any worker or contractor from these established policies shall be investigated and acted on accordingly. The Project Manager shall not tolerate any mindful deviation from these requirements.

9.9 FIRE AND EMERGENCY NOTIFICATION

Contractor will contact site fire and emergency personnel to discuss the abatement project and any special precautions to be used in case of emergency.

9.10 WASTE AND WATER DISPOSAL

All required ACM and ACM-contaminated wastes shall be properly enclosed and manifested for hauling and disposal. Exact method and location will be determined in coordination with Customer once abatement project scope has been finalized.

APPENDIX C: ACTIVITY HAZARD ANALYSIS - MOBILIZATION

PRINCIPAL STEPS	POTENTIAL HAZARDS	RECOMMENDED CONTROLS
1. Securing Base/ Site Access		
a. Security Clearance (Staff)	1. Delays caused by non-clearance	1. Conducting in-house pre-screening of all prospective employees
b. Security Clearance (Vehicles)	1. Same as above	1. Organizing vehicle documentation, conducting maintenance checks prior to arrival on site.
c. DOD badges and passes	1. Same as above	1. Contact client in advance in order to accelerate approval process so staff can freely access site as required
2. Establishing Site Office		
a. Determine location with Customer	1. Possible delays if site location not determined	1. Immediately contact Customer once job order is received, determine location of office and tie-in utilities
	2. Possible additional cost required if site needs clearance, grading, etc, prior to opening office	2. Make recommendations to Customer as to most convenient and cost effective location immediately upon arrival on site
b. Transport staff and equipment to site	1. Possible mines or IEDs laid on access roads	1. Check security reports for specific routes prior to entering volatile areas
	2. Insurgent activities	2. Speak with knowledgeable locals about security situation, possibility for attacks on convoys, and safest routes to site
	3. Poor quality roads leading to delayed deliveries and greater possibility of asset loss due to banditry	3. Survey routes and determine safest and most reliable; speak with locals.
	4. Adverse weather conditions worsening road conditions and possibly making access impossible	4. Encourage clients to start projects as early as possible in order to complete prior to onset of serious weather
	5. Border closure to due to political instability or new national policy	5. Frequently monitor news broadcasts to keep up-to-date on current events and the possibilities for changes that will effect the project; modify dates as necessary.
3. Material procurement		
a. Place material orders	1. Possible long lead time	1. Coordinate with Customer soon after receiving job order so that materials can be requested as soon as possible
b. Determine transportation routes	1. Security issues as mentioned above in 2b.	1. Same as above in 2b.