



NATA Safety 1st eToolkit

Welcome to the 53rd issue of the NATA Safety 1st eToolkit, our monthly online safety newsletter, supporting the NATA Safety 1st Management System (SMS) for Ground Operations.

The NATA Safety 1st Management System (SMS) for Ground Operations is underway, and many of the tools discussed in this and other eToolkits will be provided to SMS and PLST participants.



This monthly newsletter highlights known and emerging trends and environmental and geographical matters, as well as advances in operational efficiency and safety. Flight and ground safety have been enhanced and many accidents prevented because of shared experiences.

Irregular Operations (IROPS)

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An extremely large cold front is predicted to move through our area later this afternoon with the high potential to spawn dangerous tornadoes and severe thunderstorms producing large hail, high winds, and major flooding. Elsewhere, an international business summit is scheduled to begin tomorrow morning at our downtown convention center and will last through the next three days. In a major, very busy metropolitan location, a long-planned large scale FBO and tarmac renovation project will begin construction later next week and is forecast to take the next four months to complete. Are you adequately prepared for the inevitable interruption to your operations? The commercial airlines call these events "irregular operations" or IROPS. Many of you probably remember not too long ago the public relations nightmares, public outrage and operational confusion that a few well-known airlines went through during several, large snow storm events. In today's cost-prohibitive, highly competitive, and economically depressed business environment, it may be worthwhile to adopt some of the airlines' lessons learned when it comes to more effectively planning and managing these and other types of irregular operations.

This article explores how preparing for irregular operations can improve safety, efficiency, customer satisfaction, and cost reduction for ground and flight operators. Specifically, we will review an industry

recognized definition of irregular operations, look at irregular operations in action, investigate the 3C's of irregular operations, and finally, survey how we can be optimally positioned to return to normal operations.

Irregular Operations Defined

Although some would argue that all operations are irregular, for purposes here, it is appropriate to provide a useable definition. Essentially, the airlines define irregular operations as any situation(s) that varies substantially from what was planned. As a result, operators (ground and flight) must make real-time decisions that can have a significant impact on their operations for several days or longer. This airline definition of irregular operations can easily be applied to the FBO and charter world in several ways. For some, irregular operations are a welcome revenue generator such as major sporting events, large business conventions, and others.

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These types of irregular operations are normally anticipated and bring needed business to FBOs and other support service providers. Other anticipated situations may not be so welcome such as, temporary loss of services (construction – airport and hangar). Non-planned situations such as adverse weather, incidents and accidents, loss of a key service(s), etc. also constitute irregular operations. Regardless of how an operator enters into an irregular operation, the objective remains the same – safety, with a coordinated, well-executed return to normal operations.

Into Action – The Irregular Operations Plan

Whether an irregular operation is anticipated or not, having a sound plan to work from is critical for the success and safety of the mission. Before you can have a plan, however, operators should consider forming a team or committee that serves to both identify situations that would be considered an irregular operation as well as maintain irregular operations plans once created. It really is as straight forward as it sounds. Ideally the “team” should be made up of the following participants:



The team would meet quarterly (or other regularly defined interval) to identify, plan, discuss, and debrief irregular operations topics relevant to their operation or planned operations. The purpose of the meeting is to sort out proper procedures in order to achieve optimal efficiency for the duration of the irregular operation. Examples of some irregular operation topics have already been discussed. To help stimulate additional thought on the subject, an expanded list of typical situations that would most likely trigger an irregular operation is provided below.



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NOTE: This list is not all inclusive.

Adverse Weather <ul style="list-style-type: none">* Squall Lines and Severe Thunderstorms* Snow, Ice and Blizzard Conditions* Tornadoes* Hurricanes* High Wind* Heavy Rain* Reduced Visibility	
Closures <ul style="list-style-type: none">* Airport* Taxiway* Runway* Ramp* Hangar	Construction <ul style="list-style-type: none">* Airport* Taxiways and Runways* FBO Remodeling* Ramp* Hangar
Fuel Facility Contamination	Security Breaches
Natural Disasters	Sporting Events
Political / Dignitary Events	Business Conventions

As noted, this list is not all-inclusive but it does serve to identify situations that if encountered would prompt action through activation of an irregular operations plan. Once your team identifies situations considered to be an irregular operation specific plans should be designed to:

1. Identify as many hazards inherent to each situation (irregular operation).
2. Conduct a risk assessment on identified hazards.
3. Verify communication and integration capabilities with potentially affected parties (airport, vendors, clients, etc.)
4. Develop seamless safety and customer service procedures
5. Provide guidance to migrate back towards normal operations.

To illustrate how an irregular operations plan works, let's consider a fairly routine situation typically encountered during the spring and summer months – thunderstorms. For purposes of our discussion the irregular operation “thunderstorms” will be presented from the vantage point of an FBO. Figure 1 provides an organized irregular operations plan for thunderstorms.



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IROPS Irregular Operations Plan

Irregular Operation:	Thunderstorms
IROPS Team:	Airport Manager, FBO President, Operations Manager, Customer Service Manager, Line Supervisors, Line Personnel, Local Tenant Representative, Major Client Representative
IROPS Activation (Responsibility):	Assigned FBO Line Supervisor
IROPS Deactivation (Authority):	Assigned FBO Line Supervisor

IROPS Procedures

Initial Activation:	Assigned FBO Line Supervisor notified that thunderstorm is within 5 miles of the airport.
Required Action:	Assigned FBO Line Supervisor notifies via hand-held radio to all FBO personnel to STOP ramp activities and seek shelter in designated locations.
Required Action:	CSR initiates customer delay and begins phased recovery announcements (i.e. update customers every 20 minutes as to status of returning to normal operations.)
Required Action:	Assigned FBO Line Supervisor or designee establishes and maintains continuous communications link with airport authority for thunderstorm location and movement.
Required Action:	Assigned FBO Line Supervisor or designee constructs phased recovery plan of ramp operations based on schedule priority.



WARNING: If Thunderstorm encroaches within 1 mile of the airport, ALL ramp operations shall cease immediately. The assigned FBO Line Supervisor shall announce via hand-held radio "ALL RAMP OPERATIONS ARE HALTED UNTIL FURTHER NOTICE".

* When thunderstorm activity is no longer a threat....

Required Action:	Assigned FBO Line Supervisor announces via hand-held radio "RAMP RECOVERY".
Required Action:	In order to assist with the ramp recovery, line service personnel should be re-organized from non-essential customer activities until IROPS de-activation. This includes activation of standby or reserve line service personnel.
Required Action:	Damage assessment team shall assess damage to facility and equipment and immediately report identified damage to assigned FBO Line Supervisor.



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Required Action:	Based on a completed Phased Recovery Plan, the assigned FBO Line Supervisor directs CSR and line service personnel to begin customer handling priority.
Required Action:	CSR continues to make customer delay and phased recovery announcements at 20 minute intervals.
Required Action:	Assigned FBO Line Supervisor announces via hand-held radio "NORMAL RAMP OPERATIONS".
Required Action:	CSR makes a customer service announcement "NORMAL RAMP OPERATIONS ARE NOW IN EFFECT".

IROPS de-activated.

As you can see, the IROPS Plan begins by identifying the IROPS Team. The IROPS Team are the same individuals discussed earlier that meet quarterly to identify, plan, discuss, and debrief irregular operations topics relevant to their specific operation or planned. From here, the plan provides an IROPS objective; identifies specific responsibility and authority; describes the triggers that initiate IROPS activation; provide required actions by assigned personnel; and finally, implement a phased recovery process for a return to normal operations. It should be pointed out that this is a sample plan. Specific plans should be constructed to more accurately represent your facility, business plan, SMS, operating environment, and anything else, as needed.

A question you may be asking yourself is, "How do we know if the thunderstorm is 10 miles, 5 miles, 1 mile, or any distance from the airport for that matter?" Great question. The answer really depends on the thunderstorm detection capabilities you currently have or have access to (i.e. Doppler radar, communication link to airport operations, or tower who has Doppler radar or other acceptable means). The point being, it is critical to know, within reason, the location of thunderstorms so that the IROPS plan may be activated and executed properly.

Fortunately, thunderstorms are normally not weather phenomenon that occurs without warning. Armed with a sound IROPS plan, safe execution of the plan and a return to normal operations should be uneventful once the weather passes.

3C's of Irregular Operations

A plan is only successful if it is executed well. As such, keys to success lie in what's known as the 3C's of irregular operations. They are:



Effective communication executed in as timely a manner as possible is the first key to successful irregular operations. When an FBO decides to activate an IROPS plan, communicating the plans activation to plan participants is critical to ensuring all involved are fully aware the plan is in effect as well as knowing assigned required actions.

The second key to successful irregular operations is collaboration. Collaborating with all participants involved in the irregular operation allow better planning and sequenced execution of all elements of the plan.



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Finally, proper coordination of all irregular operation plan elements support smoother sequencing of at least controlled aspects of the plan once activated. By approaching an irregular operation in this holistic manner, FBOs can facilitate more seamless operational activities that both enhance safety and customer service while minimizing any negative impact to operations.

Return to Normal Operations

In the case of thunderstorms, the objective of irregular operations is to return to normal operations as safely and expeditiously as possible. Obviously a return to normal operations can only occur once adequate distance exists between the thunderstorms and the airport. However, being well-prepared for a return to normal operations can reduce waste (translated as cost), prioritize the restart of normal operating activities, and reduce risk; thereby, increasing your safety and enhancing customer service. By incorporating a phased recovery process predicated on schedule priority, FBOs can optimize the flow of ramp activities in an effort to expeditiously return to a normal state of operations.

Ancillary Benefits of IROPS

Planning for irregular operations has several other ancillary benefits. For one, hazard identification and risk assessment activities are a fundamental component of a Safety Management System (SMS). Also, continually seeking to improve irregular operation plans through the quarterly meetings satisfies quality assurance elements of not only an SMS but most third party audit standards, specifically the new Air Charter Safety Foundation (ACSF) audit standard. In fact, implementing sound irregular operation plans satisfy many ACSF audit standards such as those that relate to SMS, quality assurance, emergency / contingency management, aircraft ground handling and servicing, as well as passenger handling.

Other ancillary benefits include:

- Leveraging, integrating, and possibly improving existing service responder plans;
- Better understanding of client and passenger needs; and,
- Development of unique, practical personnel training curricula.

Conclusion

The commercial airlines have long realized the value in planning for irregular operations primarily because of the cost of not planning as well as the very negative public relations associated with poorly handled irregular operations. Valuable lessons learned can be applied to FBOs and charter operators in planning and executing IROPS through better communications; faster, better informed decision-making; healthier interdepartmental employee relations; enhanced employee understanding of what to do and when to do it (i.e. procedures); impressive customer relations; improved cost containment; and an ability to stay current with changing environmental and operational conditions.

Believe it or not, there is an art to irregular operations. A fine line exists between protection (ultimate safety) and production. Business and operations personnel (safety included) need to embrace a new systems-based paradigm that moves away from a one-person decision-making model. The old operating philosophy of completing each operational activity at any cost is no longer valid or acceptable. A sound IROPS plan is one way to achieve this.

Article References

- Handbook of Airline Operations (2000). Section 2: Operations Control and Contingency Planning. PP 237-247.
- Reason, J. (1997). Managing the Risks of Organizational Accidents. Ashgate Publishing Company, Brookfield, VT. ISBN 1-84014-104-2.
- Safety Handbook: Aviation Ground Operation. (2000). The National Safety Council 5th Edition.



ENVIRONMENTAL FACT

Fuel Greenhouse Gas Emissions Study

One of the challenges of measuring a fuel's greenhouse gas (GHG) emissions is accounting for the GHGs that were emitted in the production of the fuel and when it is used. This accounting is known as Life Cycle Greenhouse Gas (LCGHG) emissions and includes GHG emissions during the five stages of fuel production and use.

Stage 1 - Raw Material Acquisition

Stage 2 - Raw Material Transportation

Stage 3 - Liquid Fuels Production

Stage 4 - Product Transport & Refueling

Stage 5 - Vehicle or Aircraft Operation

Only when all five stages are taken into account can you accurately measure the cost in emissions for using a particular fuel. A study funded by the U.S. Department of Energy's National Energy Technology Laboratory titled Development of Baseline Data and Analysis of Life Cycle Greenhouse Gas Emissions of Petroleum-Based Fuels, November 2008 quantifies these LCGHG emission numbers for several major transportation fuels in 2005.

Life Cycle Stage	Conventional Gasoline	Conventional Diesel	Kerosene-Based Jet Fuel
Stage 1	7.3	6.6	6.8
Stage 2	1.4	1.3	1.3
Stage 3	9.8	9.5	6.0
Stage 4	1.1	0.9	1.0
Stage 5	76.6	76.7	77.7
Total LCGHGe	96.3	95.0	92.9

*All numbers are kilograms CO₂ Equivalent per Million British Thermal Units Lower Heating Value (kg CO₂E/MMBtu LHV)

The study found that jet fuel, due to its lower refinery energy inputs, has 3.5% and 2.2% lower LCGHG emissions than gasoline and diesel, respectively.

Aircraft Ground Service Online – Coming Soon!

NATA's Safety 1st is diligently working on phase two of the PLST Online. The popular Aircraft Ground Service Guide will be updated and expanded to include vital ground servicing details on the general aviation aircraft that visit your ramps. The best part is that the guide will be available 24/7 online and will include the most up-to-date specifications along with pictures and videos of critical refueling and towing details.

NATA's Aircraft Ground Service Online (AGSO) will be released on a rolling basis beginning with the most complex aircraft, jets, in mid- to late summer. The AGSO will be available to current NATA members who sell fuel and/or participate in NATA's Safety 1st PLST Online. Eligible NATA members will receive access instructions by email and notices will be posted in our newsletters. If you are not sure you have access, please email safety1st@nata.aero or call Safety 1st at (703) 845-9000 to ensure you have access to the most up-to-date aircraft details possible.



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INCIDENT ROUNDUP

Two Embraer-135 aircraft collided during pushback from the gate. The aircraft being pushed back hit the tail section of another, parked Embraer. None of the 40 passengers and three crew members aboard the departing aircraft was injured, but slight damage occurred to both planes.

A parked TBM, while unoccupied on ramp, was spun around by the wind and struck the leading edge of a Citation 5 (560 Ultra). Damage to aircraft was unknown at the time of the report. Weather reported wind gusts to 37 knots with ¼ statute miles (sm) visibility in fog.

EDUCATION CORNER

June - National Safety Month

June is National Safety Month - and the perfect time to get everyone to buy in to your safety message.

There is no better way to drive home the importance of working safely during National Safety Month than to show everyone the shockingly true consequences of ignoring procedures and taking shortcuts.

Why not start with NATA's Safety 1st Operational Best Practices (OBP) and compare them with your own? Check them out and put them into practice now.

NATA's Operational Best Practices

NATA's Safety & Security Committee is proud to roll out best practices, the first of many to come, specifically developed for FBOs. The operational best practices (OBP) were developed by industry experts on NATA's committee who bring together many years of aviation experience. The recommendations contained in the OBPs provide best practice guidance with which each FBO can develop procedures applicable to its own operation and associated risks.

NATA's OBPs provide an introduction that guides you through the process of tailoring the OBPs to your operation, a record of revisions and guidance relating to your safety committee, safety management system, 50/10 stoppage procedures, proper propeller handling, safe securing of aircraft, foreign object damage (FOD) prevention and the safe towing of aircraft. The Safety & Security Committee encourages you to evaluate your practices with NATA's OBPs to ensure safety on your ramps.

Members may view NATA's OBPs on NATA's Membership Resources page, the Safety & Security Committee page under Important Links.



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OPERATIONAL BEST PRACTICE-GROUND		Your Company Name Here
<i>Title: Propeller Handling</i>		
<i>No OBP-5</i>		
Effective Date: March 27, 2009		Revision: Original
Purpose:	The NATA Member Company has adopted this OBP for its employees, customers and guests for the safe handling of owned and customer propeller-driven aircraft.	
Policy Responsibility:	Chief Executive, General Manager, Line Supervisor, Maintenance Technician (as applicable).	
Policy:	No employee shall touch an aircraft's propeller with the intent of moving the propeller to hand prop or "turn it" / "pull it" through, as a reciprocating (piston) engine propeller is very dangerous and may be positioned to fire.	
Procedure:	<p>➤ ALWAYS APPROACH AS IF THE AIRCRAFT MAY BE READY TO START.</p> <p>➤ DO NOT GRAB, HOLD, PUSH, PULL, TOUCH OR LEAN ON ANY PROPELLER AT ANY TIME.</p> <p>➤ ALWAYS CHECK TO CONFIRM "MAGNETOS OFF" and "KEY OUT OF IGNITION."</p> <p>When installing chocks at the nose-wheel position, confirm that the magnetos are in the "OFF" position and the electrical system is off before installing the chocks. EXTREME CAUTION MUST BE TAKEN WHEN IN CLOSE PROXIMITY TO PROPELLER(S).</p> <p>When installing a tow-bar on a piston-driven aircraft, do not handle the propeller. If the propeller will impede the swing of the tow-bar within the nose-wheel turning radius, the propeller should be moved OPPOSITE its normal rotation until it is out of the tow-bar radius. THE PROPELLER MUST NEVER BE MOVED IN ITS NORMAL ROTATION FOR ANY REASON.</p> <p>Technical services personnel should exercise extreme caution when working with reciprocating piston engines.</p>	
PPE	As applicable to Operational Best Practice adopted by Member Company.	

OBP-5 on safe propeller handling



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CONTINUING EDUCATION

General Education Offerings Coming in 2009

NATA Safety 1st Management System (SMS) Workshop

June 23, 2009 Omaha, NE

<http://www.nata.aero/Event.aspx?page=1262§ionid=553>

NATA Safety 1st Management System (SMS) Workshop

September 16, 2009 in Windsor Locks, CT

<http://www.nata.aero/Event.aspx?page=1264§ionid=553>

Advanced Line Service Supervisor Training

September 23-24, 2009 in San Antonio, TX

<http://www.nata.aero/Event.aspx?page=1255§ionid=553>

Commercial Operators and Management Tax Seminar

September 23, 2009 in San Antonio, TX

<http://www.nata.aero/Event.aspx?page=1299§ionid=553>

2009 Schedules: Aviation Safety and Security Offerings

Embry-Riddle Aeronautical University's Center for Aerospace Safety/Security Education (CASE)

Details online:

http://www.avsaf.org/programs_events.html

Southern California Safety Institute

Website: <http://www.scsi-inc.com/>

The GW Aviation Institute

Aviation Safety and Security Certificate Program http://www2.gwu.edu/~aviation/safetyandsecurity/ss_courses.html

Transportation Safety Institute

Details online:

<http://www.tsi.dot.gov/Catalog/Default.aspx?value=DTI-20>

University of Southern California

Aviation Safety and Security Program

Details online: <http://vitserbi.usc.edu/aviation/>



The National Air Transportation Association (NATA), [the voice of aviation business](#), is committed to raising the standard on ground safety. NATA began with the Safety 1st Professional Line Service Training (PLST) Program in 2000 and expanded with the adoption and implementation of the NATA Safety 1st Management System (SMS) for Ground Operations in 2004. The eToolkit provides continuing education in support of the PLST and SMS programs.



Subscribe to NATA Safety 1st eToolkit. If you are not currently a subscriber to NATA Safety 1st eToolkit and would like to receive it on a regular basis, please [email Amy Koranda](#). The NATA Safety 1st eToolkit is distributed free of charge to NATA member companies and NATA Safety 1st participants.



Professional Line Service Training Enrollment

Safety 1st
4226 King Street, Alexandria, VA 22302
Phone: 703-575-2045 Fax: 703-845-0396
www.nata.aero/plst safety1st@ata.aero

ONE FORM PER LOCATION

Company: _____ Contact: _____
Address: _____ City/State/Zip: _____
Phone: _____ Fax: _____ Company website: _____ Airport code: K _____

Step-by-Step Enrollment in NATA's Safety 1st Professional Line Service Training, PLST Online:

1 Annual Safety 1st Subscription Fee

Companies pay an annual subscription fee for each location based on their NATA membership status and prior Safety 1st participation.

- NATA Member, Safety 1st Participant Renewal (if applicable) \$150* NATA Member, New to Safety 1st \$295*

2 PLST Online Per Student Fee

The PLST Online Per Student Fee includes all eight modules and a volume discount. To take advantage of the discounted fees per student, training must be purchased for 4 or more students within the same year. **Trainers/Administrators must register as students to participate in training.**

Students	NATA Member Rate*
1-3	\$299
4-10	\$254.15 (15% discount per student)
11+	\$209.30 (30% discount per student)

students x rate (see box, left) = total

_____ x _____ = _____

+ _____ subscription fee
(see section 1)

= _____ total due

*PLST participation is available to non-NATA members for twice the NATA member rate. Modules may also be purchased separately. Purchasing all eight modules at once saves money over per module fees. Visit www.nata.aero/plst for more information.

3 Trainer Information

Trainers must register as students and have a separate User Name and Password to participate in training. Trainer/administrator User Name is included in the annual Safety 1st subscription fee. Create a trainer User Name for administrative privileges by completing the following. The trainer User Name and Password will be sent to the trainer email address and may be used to monitor student progress, exam scores and eligibility for certification. The Password may be changed Online, but the User Name is permanent.

To create Trainer User Name: Use a company abbreviation, followed by city then write the word "ADMIN" Ex: NATA Alexandria ADMIN

Full Name: _____ User Name: _____ Email: _____

4 Student Information

Enroll student(s) by completing the following. To enroll additional students, please attach a list with additional student's information or email list to safety1st@ata.aero. Please supply any known student information, additional information may be entered online.

First Name	Last Name	Email

5 Payment Information

Payment may be made by check (payable to Safety 1st) or by credit card. Check (check # _____)

Visa Master Card Amex Credit card number: _____ Exp. Date: ____ / ____

Name on Card: _____ Signature: _____

All fees and prices are subject to change

Commit to a Safety 1st Culture

You need to work every day to ensure the safety of your customers, employees and equipment.



NATA's Safety 1st program is a comprehensive approach for training and sustaining an industry-standard safety culture within your company.

Safety 1st consists of several interrelated components that include a formal Safety Management System or "SMS" customized to your operation, risk analysis, "live" training via NATA's seminar series, online professional line service training or "PLST" incorporating extensive online references for daily use, supporting webcasts, newsletters, publications, guides, safety posters and expert consultation by phone or email.

A Safety 1st Culture:

- Prevents accidents and incidents
- Lowers costs
- Accelerates business growth
- Certifies your good name



www.nata.aero/safety1st

PARTICIPATION AGREEMENT

NATA Safety 1st Management SYSTEM (SMS) FOR GROUND OPERATIONS



Yes, we want to sign up for the NATA SMS for Ground Operations! We understand the following will be included in the price of our participation in the SMS:

- SMS Guide
- SMS Webcast Tutorials
- SMS Consultation by Telephone or email
- SMS Secure, Online Event Reporting Form
- SMS Monthly Online Newsletter
- SMS Root Cause Analysis

Contact Information (please print legibly)

CEO/Owner	Email	
Safety Coordinator	Email	
Company		
Street Address		
City	State	Zip
Phone	Fax	Email

Pricing

The prices below reflect the total number of employees at your facility. This number should include all you FBO locations. Please note that we will correspond with one Safety Coordinator per company and will require additional company information once established in the program. Please check appropriate box below.

- \$600 for NATA Safety 1st participants / NATA Members with 0-50 employees
- \$1,200 for NATA Safety 1st participants / NATA Members with 51-150 employees
- \$1,800 for NATA Safety 1st participants / NATA Members with more than 150 employees

Non-NATA Members please call for pricing. If you are currently an Air Operations SMS participant, you are eligible for a 25% discount on the Ground Operations SMS.

Payment

- Check enclosed (Please make payable to Aviation Training Institute, LLC.)
- Please charge my MasterCard Visa American Express

Credit card number _____ Expiration _____
Signature _____ Name on card _____

Fax to (703) 845-8176 or mail to NATA Safety 1st SMS, 4226 King Street, Alexandria, VA 22302

Agreement

I understand as CEO/Manager of this facility, safety is a core value. As such, the authority and responsibility to implement this program is placed with me. I will provide the resources necessary to ensure the safety of our customers, their equipment, our employees and the environment in our daily operations.

Signed this date _____ CEO/Owner Signature _____

4226 King Street / Alexandria, VA 22302 / (703) 845-9000 / Fax: (703) 845-0396