

ID	Interim Control
IC-01	Update emergency contacts, workers comp reporting instructions, approved medical provider list, and after-hours reporting procedure
IC-02	Confirm SDS access and current chemical inventories in every department
IC-03	Require a Job Hazard Analysis for non-routine, high-risk work: storm response, excavation, confined space, hot work, right-of-way
IC-04	Confirm traffic-control/MOT expectations before any work in or adjacent to active streets, parking areas, sidewalks, or pedestrian routes
IC-05	No entry into a permit-required confined space without a written procedure, trained roles, atmospheric testing, and rescue planning
IC-06	Excavation/trenching supervised by a competent person; cave-in protection and safe access/egress before work begins
IC-07	Heat illness prevention for outdoor crews: water, shade/recovery, acclimatization, emergency response
IC-08	Correct the underground-locate reference to 811 (Sunshine 811) in all digging procedures
IC-09	Marina: verify the hazmat response/collection contract is current, the Panic File is complete, and the spill-notification chain (including the FDEP State Watch Office) is documented

Why Now	Owner
Provider list lives on colored loose-leaf in the manual. Broken document control; employees need current instructions	HR Director
Legacy MSDS references; inventories unverified	Dept Directors + HR
No JHA requirement exists anywhere	Dept Directors
Peak-season traffic on Gulf Blvd corridor; only PW has a TTC policy	PW Director
Current manual Section XV has no permit system: the highest-risk gap in the document	PW Director + Fire Chief
Current Section XIV lacks a competent-person requirement	PW Director
September is peak heat; only fragments exist in PW and Parking	All Directors with outdoor staff
Manual cites a disconnected 1-800 number	PW Director
Vendor status unverified; spill thresholds already defined in the Marina manual	Marina Manager

Documentation	Effective	Sunset on Adoption
One-page HR notice + posted list at each facility	Immediately upon City Manager issuance	Superseded by manual Section 3 at adoption
Chemical inventory + SDS location log	October 1, 2026	Manual Section 4
JHA form (new) retained by department	Immediately	Manual Sections 2 and 8-11
MOT setup checklist	Immediately	Manual Section 8
Confined-space entry permit (new)	Immediately: entry prohibited until controls exist	Manual Section 10
Excavation checklist + named competent persons	Immediately	Manual Section 9
Tailgate topic + supplies verification	Immediately	Manual Section 11
Updated field card / toolbox talk	Immediately	Manual Section 9
Verification memo + updated Panic File	October 1, 2026	Marina appendix

Department / Division	Major Tasks
Public Works: streets, stormwater, sanitation, grounds, fleet	Street and right-of-way maintenance; stormwater structures and lift stations; sanitation routes (CDL, 5:30 a.m. start); grounds and parks (John's Pass Village, medians, beach parks); fleet repair; motorist assistance
Facilities / Maintenance	Building maintenance (City Hall, recreation facilities, restrooms); HVAC and filters; post-storm roof and envelope repairs; contracted cleaning and HVAC oversight: Aclarian work-order system
Parking Enforcement	Solo foot and utility-cart enforcement on streets and lots; evening and low-light patrols; citation device with two-way radio: event parking
Code Enforcement / Building (Community Development)	Property and permit inspections, including storm-damaged and condemned structures (921 substantial-damage determinations after Helene); field visits; public counter and permitting surge
Administration / City Hall (Finance, HR, Clerk)	Front counter and billing windows; records requests; cash handling; commission and meeting support; HR and payroll
Recreation	Programs and classes; fitness center; facility rentals; athletic fields and grounds; splash pad; major events (Village Fridays, Wednesday Market, Seafood Festival, Independence Day); ThorGuard lightning system
Marina / Waterfront	Fuel dock operation 7 a.m.-7 p.m. daily (2 gasoline, 2 diesel pumps); docking assistance; 71 wet slips, 85-space dry storage, boat ramp; Ship Store retail and cash; spill response; storm securing per EOP
Special Events (cross-cutting)	Event setup and teardown; crowd management; vendor and contractor coordination; temporary road closures and pedestrian routes; evening events at John's Pass and city parks
Emergency / Storm Response (cross-cutting)	EOC staffing; pre-storm securing (mobi-mats, toy boxes, trash cans per PW Section 12); post-storm debris and road clearing; damage assessment; generator operation; marina securing
Fire Rescue	Fire and EMS response (~2,000 calls per year) including contract service to the Redingtons; station and shop work; apparatus backing (SOP 6.5)

Principal Hazards

Traffic strikes in the right-of-way; heat; trenching and cave-in; confined spaces (stormwater structures, lift stations); mowers, chain saws, backhoe, forklift, UTV; lifting; shop chemicals and solvents; post-storm debris

Ladders, roofs, and falls; electrical panels and hazardous energy (LOTO); HVAC equipment; cleaning chemicals; damaged structures after storms; working alone after hours

Hostile public contact and threats; vehicle and cart traffic while on foot; heat; lightning; working alone; slips and trips

Hostile occupants and threats; unsafe or storm-damaged structures; ladders, roofs, crawl spaces; mold and contamination; heat; working alone; animals

Hostile public contact (billing and storm-recovery disputes); workplace violence at the counter; office ergonomics; emergency evacuation; slips

Crowds; participant injuries; lightning and weather; event setup and teardown; grounds equipment and chemicals; aquatic-adjacent splash pad; hostile patrons

Fuel vapor and dock fire; spills above/below the 16-ounce threshold; falls into water from docks; dock electrical; lightning; intoxicated or unruly boaters; robbery/holdup; UST systems

Crowd surge; stage and tent collapse; heat and lightning; traffic-pedestrian interface; vendor equipment and electrical

Debris and chainsaws; downed electrical lines; flooded and damaged structures; fatigue and long hours; generator carbon monoxide and electrical; traffic in damaged rights-of-way; heat

Response operations; apparatus backing; station and shop equipment; training evolutions

Existing Controls (documented)	Missing Procedures & Gaps
PW manual 7-1-26: PPE commitments (boots, waders, hi-vis always); heat-stress section; fall prevention with buddy system; excavation self-evaluation; MUTCD traffic control; vehicle safety items; pre/post-trip inspections; monthly sanitation safety meetings; hurricane prep list	Competent-person designation (excavation, confined space); confined-space permit system and rescue plan; JHA use; respiratory-program decision; shop inspection checklist; documented training matrix
Work-order system; contracted services; 2015 manual ladder and tool sections; PW manual Section 4	Lockout/tagout program (directive review area); roof-work and fall-protection procedure; after-hours lone-worker check-in; chemical inventory for maintenance areas
Parking safety manual: PPE (vest, flashlight, rain gear); radio communication; no-physical-detention rule; law-enforcement assistance; heat note; incident reporting to Parking Manager	Threat-documentation procedure; de-escalation training; field check-in cadence; cart inspection checklist
Personnel Policy XXIII (violence and threats) and XIII (harassment); building-official processes; little documented field-safety procedure	Field-visit safety procedure; threat documentation; PPE standard for site conditions; ladder and roof rules for inspections; lone-worker practice: the largest documentation gap alongside Parking
Personnel Policy XIII and XXIII; 2015 manual office section (dated, typewriters, ashtrays)	Front-counter de-escalation; panic/emergency communication procedure; threat documentation; incident reporting path; modern office section
Recreation manual: cross-reference index; two-track incident process; defined roles; event safety milestones and vendor COI; weather protocol with 30-minute rule; training section: the model for all appendices	Align the employee-injury track with rebuilt citywide Section 3; title consistency flagged in its Appendix B; near-miss reporting
Marina manual: UST Class A/B/C operator certification; spill training; 16-ounce spill thresholds; Panic File (bomb threat, overdue boater, holdup); structure and dock fire procedures with fuel cutoff; lightning shelter; named-storm hand-off to EOP (pages 26-27, Appendix C)	Ship Store SDS and chemical inventory; fuel-dock PPE specification; documented regulatory spill-notification chain (FDEP State Watch Office); workers' compensation reporting path; NFPA 30A/303 alignment review with carrier
Recreation event SOPs (EP-01, EP-02, EP-03, EP-05) with safety milestones; vendor COI minimums; police and fire coordination for events	Citywide event-safety checklist for events run outside Recreation; MOT expectations when closures involve city streets
City EOP (referenced by Marina manual); PW hurricane prep list; Personnel Policy IV.D emergency pay and duty rules	Post-storm task-safety rules (rebuilt citywide Section 11); JHA for storm tasks (interim control IC-03); fatigue management guidance; chainsaw-authorization standard
Fire Department SOP system; NFPA-based programs; SOP 6.5 vehicle backing and signals (2004)	Fire Chief currency review of 2004-vintage SOPs (headsets, apparatus changes); volunteer-coverage confirmation with PGIT (CW-46)

Training Needs

Monthly tailgate on the existing sanitation meeting schedule; MOT; excavation awareness; confined-space roles; CDL per FMCSA; storm and debris operations

Ladder and electrical awareness; LOTO for affected staff; chemical handling (SDS)

Public contact and de-escalation; threat reporting; heat illness; cart safety; PCSO coordination

Field-visit safety; hostile-contact response; PPE use; ladder safety; heat; working alone; PCSO coordination

Public contact and de-escalation; threat reporting; harassment complaint routing (XIII); emergency action; incident documentation

Per its Section 8 plus pre-event briefings; first aid, CPR, AED

UST certification cycle; spill drills; first aid/CPR; public contact

Pre-event briefings for staff and volunteers

Storm roles; chainsaw for designated operators only; generator safety

Per Fire Department programs

PPE / Equipment Needs	Forms & Checklists Needed
Hi-vis, safety-toe, hard hats, eye/face, hearing (chain saws, generators), gloves; atmospheric meter and rescue tripod for confined space; shade and water supplies	JHA form; MOT setup checklist; confined-space entry permit; excavation checklist; shop/facility inspection checklist; near-miss card
Hard hat, eye protection, gloves, safety-toe footwear; fall protection for roof work where installed	Facility/shop inspection checklist (replaces 2015 housekeeping prose); SDS location log
Per current manual; add water and shade-access plan for summer routes	Incident report; threat/incident log
Hard hat, gloves, eye protection, safety-toe, hi-vis for sites; respirator decision ties to the citywide respiratory call (CW-17)	Threat/incident log; field-visit record; site PPE checklist
Not applicable beyond office standards	Incident report; threat/incident log
Setup gloves, hi-vis at events; grounds PPE per PW standards	EP-series incident forms exist; add near-miss card
Eye protection and gloves at the fuel dock; life vest when working docks and vessels (verify current practice)	Spill report; incident report; UST inspection logs (verify); Panic File upkeep
Hi-vis, setup gloves; hearing protection for staged equipment	Event safety plan (Recreation template exists); MOT setup checklist
Chainsaw chaps and helmet (verify inventory); gloves; hard hats; hi-vis	JHA for storm tasks; interim-controls log
Per Fire Department programs	Fire Department records

Budget Flags	Owner
Confined-space meters and rescue equipment; heat controls; PGIT TIPS matching grant candidate	Public Works Director
Minimal: training and checklist build-out	Public Works Director (facilities)
BWC program (already underway); training time	Parking Manager
PPE kits; training time	Community Development Director
Panic hardware or communication upgrades if not present (verify)	HR Director with City Manager's Office
Minimal	Recreation Director
Spill-kit replenishment; PPE	Marina Manager
Event-specific; minimal standing cost	Recreation Director (events) with Public Works (closures)
Chainsaw PPE; generator maintenance	PW Director with the Emergency Management Coordinator and all directors
Fire Department budget cycle	Fire Chief

Sorting (A-H)	Source & Confidence
A citywide core (PPE, heat, right-of-way, excavation, confined space, vehicles) + B Public Works appendix from PW manual Sections 3 and 9-12	PW manual and 2015 manual (documented); WC classes 5509 (rate 6.87) and 9403 (5.51) confirm the exposure ranking; staffing and PPE inventory to verify at director interview
B facilities appendix; A core for tools/ladders and any citywide LOTO rule	PW manual Section 4 (documented); WC class 8380 covers HVAC-auto service; building inventory to verify
B Parking appendix anchored to A Section 12 (public contact) and A Section 11 (heat)	Parking manual (documented); WC class 7720 patrol class likely maps here. Verify with HR/Risk; BWC status to verify with Parking Manager
B new short field-services appendix (may share the Parking/Code field-safety appendix) + A Section 12	Personnel Policy and post-storm record (documented); WC class 9410 catch-all may cover these roles. Verify; field practices to verify at director interview
A Section 12 + A Section 14 + B short Administrative appendix	Personnel Policy (documented); WC class 8810 covers clerical; counter hardware to verify
B existing appendix (template for all departments)	Recreation manual (documented); WC class 8869 covers programs
B Marina appendix; A Sections 4, 7, 11, 12 apply	Marina manual (documented); WC class 6836 covers marina; EOP page references and PPE practice to verify
B (Recreation) + A Section 8 where right-of-way is involved	Recreation manual (documented); closure practice to verify with PW
A Section 11 + F cross-reference to the EOP (storm operations governed there)	PW manual and Personnel Policy IV.D (documented); EOP content to verify
F cross-reference layer only, unless the Chief elects an appendix	SOP 6.5 (documented); WC class 7704 is the largest premium (~\$70,409); program status to verify with the Chief