

CITY OF PORTLAND | BUREAU OF ENVIRONMENTAL SERVICES

5-Year Risk Management Safety and Loss Prevention Plan 2018-2023



**ENVIRONMENTAL SERVICES
CITY OF PORTLAND**

working for clean rivers

**Nick Fish, Commissioner
Michael Jordan, Director**

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INTRODUCTION

The City has both a moral, legal and a fiscal obligation to keep its employees, citizens and assets safe. It takes both seriously.

In February 1996, City Council adopted a revised draft of the City of Portland Loss Prevention Policy under Ordinance No. 169959. The Ordinance addresses the importance of protecting the City's assets, and directs individual bureaus to develop five-year loss prevention plans. Having a loss prevention plan complies with the state's rules for self-insured employers. (See OAR 437-001-1060, Self-Insured Employer Loss Prevention Effort).

The Bureau of Environmental Services (BES) is committed to preventing occupational risk and injuries/illnesses; protecting Bureau resources, including human, material and organizational; and preserving assets against loss.

Since inception of the Bureau's 5-Year Loss Prevention Plan (hereafter the 'Plan'), BES has promoted meaningful employee involvement, visible leadership and accountability. BES is committed to improving safety and health culture, to ensure that risk management, safety and health, and loss prevention are valued and incorporated in every plan, decision and work activity. This internal value is a component of BES's Strategic Plan, and is reflected in the Strategic Plan's Goals. (See next page.)

BES understands the importance of an effective and efficient risk management program, and the impacts of losses on our finances. BES continues to be a leader in safety and health, loss prevention and risk management.

PURPOSE

The purpose of the Plan is to establish and promote the Bureau's vision for risk management, safety and health management, asset protection and loss prevention. The Plan includes management systems that:

- Build and incorporate our accountability structure.
- Empower employee involvement.
- Continually measure our performance.

The Plan also describes how to continually analyze and audit the frequency and severity of losses, and provides the framework and strategies to prevent, minimize and mitigate loss. The Plan's primary focus is workers' compensation, along with general liability, fleet liability, and property.



RISK SERVICES DIVISION'S MISSION

To prevent occupational risk and injuries/illnesses; to aid in protecting Bureau resources, including human, material and organizational; and to prevent loss of assets. This will be done through:

- Developing and implementing risk and loss prevention strategies
- Complying with all applicable occupational risk and safety and health regulations
- Accounting for risk and safety and health management at all organizational levels
- Meaningful employee involvement and teamwork

Our Risk Services team helps prevent accidents by minimizing risks and dangers that lead to injury — and by working together with employees to create a safe environment. Every BES employee can engage in the Bureau’s Risk, Safety and Loss Prevention Program with leadership, commitment, accountability, and meaningful involvement.

The Risk Services Division supports the following outcomes in the bureau-wide Strategic Plan:

Focus Area	Outcome
Service Delivery	Portland’s built and natural systems are more resilient to climate change, emergencies, and other events. Our work meets or exceeds local, state, and federal regulations.
Responsive Systems and Decision-Making	Our systems and organizational structure support transparent decision-making at the lowest appropriate level, promote collaboration, and facilitate coordination of work. Our systems are adaptable to innovations, emergencies, and change.
Workforce Development	Our employees feel valued and are encouraged to achieve their professional goals. We foster leadership and management excellence.
Bureau Culture	We are diverse, equitable, and inclusive in all that we do. We have a safe, prepared, inclusive, healthy, and respectful workplace
Leadership in City Government	We are a leader in fostering collaboration with other bureaus. We leverage our organizational resources to improve citywide business practices and service delivery to achieve City goals.
Community Relationships	We have effective relationships with partner agencies and organizations, including those that represent historically underserved communities.



RESPONSIBILITIES

1. Director and Group/Division Managers (Bureau Leadership Team)

- Ensure risk management, safety and health management, and loss prevention are incorporated into BES' vision, values and strategic plan.
- Ensure risk, safety and health, and loss prevention policies and procedures are implemented within their respective Groups, and employees are trained.
- Ensure safety and health and loss prevention activities are part of the performance evaluation process.
- Provide visible commitment, leadership and support for safety and health and loss prevention efforts.
- Empower employee active participation and involvement in safety and health and loss prevention activities.
- Recognize, reward and celebrate safety and health and loss prevention successes.

2. Division, Program and Project Managers (Supervisory)

- Implement safety and health and loss prevention policies and procedures. All procedures are located at portlandoregon.gov/bes/safety.
- Evaluate measurable safety and health activities and incorporate into the performance evaluation process.
- Conduct incident/accident/near miss investigations and follow-up activities to assure corrective action and prevent recurrence.
- With the support of Risk Services Division, identify safety and health and loss prevention training needs and support activities as appropriate.
- Participate in and support safety and health committees and teams as appropriate.
- Participate in hazard identification inspections as appropriate; and provide leadership and coach employees on recognition of hazards and unsafe acts/conditions.
- Ensure monthly safety and health “tailgate” meetings are conducted and documented and/or have a “safety and health discussion” on the agenda during regular staff meetings.



- Enforce safety and health and loss prevention policies through the progressive disciplinary action process if necessary, and recognize and reward employees as appropriate.
- Ensure when assigning work that employees are following proper safety and health procedures and wearing proper personal protective equipment.
- Promptly report all incidents/accidents to Risk Services.
- Observe and coach employees on potential unsafe acts or conditions.
- Encourage employees to promptly abate all unsafe conditions.
- Monitor, prioritize and correct all safety and health related work orders.
- Encourage employees to identify solutions and correct safety and health related problems, issues and concerns.
- Recognize co-workers for safety and health performance as appropriate.

3. Employees

- Be actively involved in the risk, safety and health and loss prevention program.
- Adhere to all safety and health and loss prevention policies and procedures at portlandoregon.gov/bes/safety.
- Operate all equipment safely in accordance with the manufacturers' instructions, OR-OSHA regulations and/or BES policies.
- Promptly correct all unsafe conditions.
- Promptly report all incidents/accidents/near misses to Managers/Supervisors.
- Coach co-workers on safe work habits, use of personal protective gear, equipment and devices.
- Recognize co-workers for their efforts in safety and health and loss prevention.

4. Risk Services Division

- Assist and support Group/Division managers in the development, implementation and administration of their risk management, safety and health, and loss prevention programs.
- Assist and support Group/Division managers with auditing



and analyzing areas of loss.

- Assist and support Group/Division managers with identifying activities to prevent against loss.
- Develop and implement risk, safety and health, and loss prevention training and education programs for identified risks.
- Monitor claims frequency and severity for each line of coverage.
- Manage and continually improve the 5-Year Loss Prevention Plan.
- Provide high quality, cost effective and responsive services.

5. Safety Committees/Teams

- Conduct and document monthly meetings.
- Solve problems, find solutions and make recommendations to managers on strategies to resolve safety and health related issues/concerns.
- Conduct hazard surveys, audits, inspections and investigations.
- Promote and encourage employee involvement and participation in safety and health related activities.
- Monitor, assess and recommend ways to recognize safe behaviors and positive performance.
- Be a leader and role model for safety and health and loss prevention.
- Comply with OAR 437-001-0765 (8)-Safety Committees.



2. Accountability System

GOAL

To ensure that all Bureau employees are held accountable for their actions regarding safety and health, loss prevention, regulatory compliance and BES-specific risk management policies and procedures.

OBJECTIVES	PROPOSED STRATEGIES
<p>Managers and supervisors evaluate the safety and health, loss prevention and risk management performance of their employees through BES's performance management system.</p>	<p>Group/Division managers develop safety and health, loss prevention and risk management activities for their respective groups/divisions.</p> <p>Management Team meetings and/or Division meetings include reviews of loss prevention activities and results, as necessary.</p> <p>BES safety and health policies and procedures outline employee expectations and consequences that may result from unsafe behavior.</p>
<p>Recognize and reward employees for their safety and health, loss prevention and risk management performance. Celebrate success at monthly manager meetings, Clarifier and other City events.</p>	<p>Group/Division managers, with the assistance of BES's Risk Services Division, develop a recognition system that acknowledges employees for their safety and health, loss prevention and risk management activities/efforts.</p>
<p>Reinforce and/or improve safe behaviors of all employees through coaching, observation and safety and health tailgate meetings.</p>	<p>Group/Division managers educate and train employees in safety and health coaching and observation techniques that encourage desirable safe behaviors.</p>
	<p>Risk Services establishes a Service Level Agreement with City Risk Management that outlines the services to be provided to assist the bureau in achieving its risk management, safety and health, and loss prevention goals, and ensure that the Bureau is receiving value-added service.</p>



5-YEAR LOSS PREVENTION PLAN

This Plan includes specific program goals, objectives, strategies and responsibilities that adhere to the City’s Loss Prevention Policy (Ord. No. 169959), and comply with Oregon Occupational Safety and Health Administration Regulations. This Plan is intended to be flexible and dynamic; addressing the ever-changing safety and health, loss prevention and risk management needs of the Bureau.

1. Management Commitment

GOAL

To develop and sustain an environment where safety and health, loss prevention and risk management are internal values incorporated in plans, decisions and work.

OBJECTIVES	PROPOSED STRATEGIES
<p>Ensure continued management visibility and leadership in risk, safety and health, and loss prevention.</p>	<p>Group/Division managers attend or delegate responsibility to participate in safety and health committee meetings throughout the year.</p>
<p>Develop safety performance metrics, then monitor and measure results.</p>	<p>Risk Services Division annually reviews the Safety Training Matrix and compares against the Safety Training Database.</p> <p>Management Team meetings and/or Division meetings include reviews of loss prevention activities and results, as necessary.</p>
<p>Develop a system/process that adequately finances safety and health equipment and training, and ensures adequate human resources to implement the risk management plan.</p>	<p>Group/Division managers, with support from Risk Services, forecast, request and prioritize funds for implementing the risk management plan.</p> <p>Group/Division managers establish safety and health performance criteria that become part of annual performance management and appraisal.</p>



3. Training and Education

GOAL

To maintain high-quality, cost-effective and efficient training and education about safety and health and risk management, addressing OR-OSHA regulatory compliance and loss prevention.

OBJECTIVES	PROPOSED STRATEGIES
<p>Regularly conduct surveys and obtain feedback to improve the quality, effectiveness and value of safety and health and loss prevention training.</p>	<p>Risk Services Division collects and analyzes course evaluations, implements recommendations for improvement, investigates technology, and evaluates competency testing/challenge courses.</p>
<p>Create training and education that is valuable, efficient and effective.</p>	<p>Group/Division managers, with the assistance of the Risk Services Division, develop a training and education matrix that identifies job classifications, activities, and exposures, to help develop competencies and subsequently mitigate risk. Group/Division managers review the matrix annually and update as needed. Risk Services Division develops and sustains course curriculum(s) based on audience competency level and need, and works with BES administrative support to establish a recordkeeping database that provides advance training notifications and uncomplicated registration.</p>
<p>Advertise and market prevention and compliance training courses.</p>	<p>Risk Services Division markets and promotes safety and health training through email, the <i>Clarifier</i> newsletter, division staff meetings, and notification to Safety Committee Members.</p>
<p>Coordinate and provide quality training and education</p>	<p>Risk Services Division works with BES administrative support to publish an annual training calendar of classes and make sure completed trainings are entered into City Learner.</p>



4. Hazard Assessment and Abatement

GOAL

Evaluate the Bureau’s current system to identify, evaluate and eliminate/control potential risks/exposures to losses including physical hazards, unsafe behavior and unsafe conditions.

OBJECTIVES	PROPOSED STRATEGIES
<p>Provide awareness of potential risks, hazards and exposures throughout BES work activities and locations.</p>	<p>Risk Services Division assists BES managers in safety and health coaching and observation techniques to focus on behaviors and encourage and expect safe work practices from employees.</p> <p>BES uses a risk ranking system to evaluate risks/hazards and prioritize risks based on probability and consequence of risk.</p>
<p>Encourage work groups/divisions to become more actively involved in performing routine area safety and health/hazard inspections.</p>	<p>Group/Division managers and safety committee teams encourage ideas from all employees on how to abate potential hazards, manage recordkeeping of identified hazards, and track abatement progress.</p> <p>Group/Division managers, with the assistance of Risk Services, identify employees/teams to perform routine area inspections, and provide them with specific hazard assessment training.</p>
<p>Evaluate the efficiency of BES’s monitoring and recordkeeping system for hazard identification and assessment.</p>	<p>Risk Services annually audits BES’s Job Hazard Analysis (JHA) Program for identifying exposures and assessing work practices/risks. All JHA is made available on BES’s intranet: portlandoregon.gov/bes/index.cfm?&c=77062</p>
<p>Review all tailored checklists for routine inspections of work unit areas.</p>	



5. Accident Investigation

GOAL

Ensure that BES’s incident investigation system is functional; that incident/accident circumstances are analyzed and evaluated; and that strategies are developed to prevent recurrence. Medical and non-medical investigation forms: portlandoregon.gov/bes/67725

OBJECTIVES	PROPOSED STRATEGIES
<p>Investigate all incidents/accidents and near misses, medical injuries and illnesses, and OSHA recordable incidents.</p>	<p>Risk Services Division monitors the incident/accident reporting and investigation program, with Group/Division managers held responsible for conducting investigations.</p> <p>Encourage and expect employees to expediently report and record incidents and accidents.</p> <p>Risk Services monitors and administers the AMR mobile medical response program — and annually audits the performance and effectiveness of the program before contract renewal.</p>
<p>Identify causal factors (such as environment, behavior, and practices) of loss.</p> <p>Analyze and evaluate causal factors noted in incident reports and recommend corrective action.</p>	<p>Review management systems and structures in identifying causal factors and employee behavior in investigations.</p>
<p>Increase the knowledge, skill and abilities of managers/supervisors in conducting thorough and high-quality accident and near miss investigations.</p>	<p>Risk Services, with input from managers and supervisors, completes a clearly understood injury reporting and investigation flow chart, to be updated as needed: portlandoregon.gov/bes/article/485698</p>



6. Personal Protective Equipment

GOAL

Ensure the personal protective equipment (PPE) process, which mandates/regulates the use of PPE for identified hazards in the workplace, is functioning at optimal levels.

OBJECTIVES	PROPOSED STRATEGIES
Continually evaluate how hazards are identified and evaluated.	Risk Services Division and Risk Management conducts an annual audit of the PPE Hazard Assessment and makes changes if necessary.
Identify and select proper PPE for known hazards.	Risk Services Division and Risk Management conduct a thorough Hazards Assessment of BES construction and operational work activities.
Periodically interview employees to ensure they are adequately trained in selection, use and maintenance of PPE.	Risk Services Division coordinates annual training on the selection, use and maintenance of PPE.
Comply with OAR 437, Division 2, Subdivision I - Personal Protective Equipment.	Group/Division managers conduct an inventory audit on PPE available and budget for PPE deficiencies.



7. Industrial Hygiene

GOAL

Protect employees against environmental hazards (including chemical, physical and biological) that may cause acute or chronic health hazards.

OBJECTIVES	PROPOSED STRATEGIES
Provide ongoing identification and evaluation of potential environmental hazards.	Risk Services Division and City Risk Management coordinate an industrial hygiene survey of BES operations to compare periodic surveys of potential exposures against the Bureau's established baseline of potential exposures and abnormal operations (i.e., chemical, noise)
Monitor and measure potential exposures for severity and duration.	Risk Services Division participates in reviewing engineering plans, drawings and specifications as needed or applicable.
Provide prompt medical review, evaluation and sampling to determine the exposure creating the hazardous condition.	Risk Services Division and Risk Management periodically evaluate the Bureau's medical management and surveillance program for pre- and post-exposures.
Periodically review established management systems and engineering controls to evaluate the safety and environmental aspects of new chemicals, equipment and/or processes.	Risk Services Division oversees management system procedures for evaluating all new chemicals entering the Bureau, and their use.



8. Workplace Design

GOAL

Preserve employees' health and prevent injuries through proactive ergonomics practices. Assess workplace designs and tasks to minimize risk. Identify and provide the financial resources to purchase equipment, devices, work stations and tools to support ergonomic efforts.

OBJECTIVES	PROPOSED STRATEGIES
Provide ergonomic risk assessments and manage workplace ergonomic improvements.	Risk Services Division supports BES Facilities with assessment and implementation of workplace design improvements.
Coordinate and assist BES Facilities with workplace design.	Risk Services Division supports BES Facilities in workplace design improvements and facility space-plan changes.
Participate in reviewing construction specifications to ensure ergonomics principles and practices are addressed during projects' design phase.	Risk Services Division supports managers and supervisors on industrial ergonomic improvements.
Provide ergonomic training and education for employees as necessary.	Risk Services Division and, upon request, the City Risk Management Loss Prevention Team, provide education and training to employees about ergonomics; potential hazards associated with seated, repetitive work; and the importance of neutral posture and task rotation to eliminate or minimize risk of injury or illness.



9. Employee Involvement

GOAL

To encourage and actively involve employees in risk management, safety and health and loss prevention by participating in the development, implementation and evaluation of the Bureau’s risk management program.

OBJECTIVES	PROPOSED STRATEGIES
<p>Increase employee participation in identifying hazards/exposures in the workplace.</p>	<p>Group/Division managers encourage employees to participate in their respective safety committees, and promote active participation.</p> <p>Risk Services Division reorganizes BES Safety Committees as necessary to meet the diverse risks of the Bureau.</p>
<p>Encourage employees to correct and/or report unsafe conditions, potential risks/hazards and all near misses.</p>	<p>Group/Division managers integrate safety and health, loss prevention and risk management into individual employee performance review.</p>
<p>Empower employees to take prompt corrective action to abate unsafe conditions and eliminate potential risks/hazards.</p>	<p>Group/Division managers provide a supportive forum (such as meetings or newsletters) where employees communicate risk issues/concerns and are involved in identifying solutions.</p>
<p>Include employees in problem solving and in risk-assessment decision making.</p>	<p>Division managers conduct monthly safety and health “tailgate” meetings with their respective divisions and/or have a “safety and health discussion” on the agenda during regular staff meetings.</p>



ANNUAL PROGRAM AUDITS

BES acknowledges the importance of monitoring and measuring our risk management programs. Annually, City Risk Management will conduct a Self-Insured Audit of BES program activities that will include a comprehensive review of our loss history, potential areas of loss, and program comparisons. Any changes and/or recommendations made to our Risk Management Plan will be reviewed and integrated as necessary.

Records Management

The Bureau's safety and health and loss prevention records management plan complies with all OR-OSHA and City of Portland record keeping requirements. The Risk Services Division will work with Facilities/Administrative Support to maintain all records.

RECORD / PLAN	RETENTION TIME
300 Injury Records/OSHA	5 years
Employee Exposure	30 years + Employment
Medical Records/Exams	30 years + Employment
Safety Inspections/Audits	3 years
Respiratory Protection Fit Test	Annually
Bloodborne Pathogen Exposures	30 years + Employment
Noise Measurements	2 years
Audiograms	5 years + Employment
Confined Space Entry Permits	1 year
Safety Data Sheets	30 years



SHARP

Oregon OSHA’s Safety and Health Achievement Recognition Program (SHARP) recognizes Oregon employers that implemented exemplary safety and health management systems. Acceptance into SHARP is a public acknowledgement by Oregon OSHA that a model safety and health program exists and is an organizational value. Even though BES has SHARP graduate status, we will continue activities that demonstrate strong management commitment and employee engagement with safety and health.

Wastewater Treatment Group

GOALS AND ITEMS FOR IMPROVEMENT	OBJECTIVE	METHODS OF MEASUREMENT	EXPECTED OUTCOME	ASSIGNED TO	TARGET DATE
Continue monthly plant and pump station safety and condition assessment walk-throughs by Wastewater Group (WG) “Inspection team” with emphasis on safety and health interaction with employees on inspections, observation and feedback, and identifying and mitigating risks. Assign follow-up items.	Risk Improvement and Education	Deficiencies and hazards mitigated	Ultimately, 100% completion; 75% within 30 days.	Risk Services	Ongoing
Supervisors will attentively read safety committee minutes and conduct follow-up sessions on outstanding safety and health issues/concerns within their area of responsibility.	Supervisors taking the lead on safety and health issues	Less follow-up needed from Risk Services	Clear direction of Supervisor role in closing the loop on outstanding issues	Risk Services and WG Supervisors	Ongoing
Assist with specific criteria to evaluate safety and health performance objectives during annual review of managers and leads. Notify supervisor of individual patterns of at-risk behavior from incident frequency. Continue incorporating safety and health work plan activities and objectives in performance reviews for managers and leads.	Improved information flow	Feedback from annual review evaluator(s)	Improved process and communication between Risk Services and Management	Risk Services	Ongoing



Wastewater Treatment Group

GOALS AND ITEMS FOR IMPROVEMENT	OBJECTIVE	METHODS OF MEASUREMENT	EXPECTED OUTCOME	ASSIGNED TO	TARGET DATE
Program managers will facilitate brainstorming and documenting, within their respective workgroups, what employees expect of each other from safety and health training.	Feedback from brainstorming sessions communicated and documented within each workgroup, establishing employees' safety and health expectations from each other	Periodic updates to Safety Training Matrix as needed/ required	Compliant, useful instruction	Risk Services	Ongoing Training Matrix Update December 2018
Review training and communications about change analysis for new operations.	Assist with developing and implementing an online operations and maintenance manual that captures employees' organizational and institutional knowledge.	Using a task checklist (to be created) for each work activity	Improved retention of documented, accessible knowledge	Risk Services and WG Mgmt.	Ongoing
Supervisors become more actively involved in an updated Safety Orientation PowerPoint presentation for new employees	Update a program that reflects generational and "risk" language about specific hazards of plant and pump station operations	Feedback from new and seasoned employees	A relevant and useful presentation	Risk Services and a selected group (TBD) to update the presentation	December 2018
Supervisors will use the "buddy system" by designating a "safety and health" knowledgeable and committed individual to train new employees with support from Risk Services.	Improve clarity and understanding of safety and health expectations for new employees.	Feedback from new employee in 90 days on effectiveness of orientation	Improvement over current system	Risk Services and WG Mgmt.	January 2019
Review responsibilities for hazard identification, control and communication for contractors working at the plant. Continuously improve communication for engineering and line staff.	Promote Project Manager responsibility and accountability to assure safety and health is an agenda item in pre-construction and progress meetings	Documentation that outstanding safety and health issues and/or hazards are identified, corrected or abated	Site specific safety and health plan submitted to address anticipated exposures	Project Managers with assistance from Risk services	Ongoing



Wastewater Treatment Group

GOALS AND ITEMS FOR IMPROVEMENT	OBJECTIVE	METHODS OF MEASUREMENT	EXPECTED OUTCOME	ASSIGNED TO	TARGET DATE
Accidents investigated for "root causes."	Form group from Safety Committee to investigate incidents for root causes.	Improved investigations to prevent future incidents	No repeats of similar incidents	Risk Services and WG Safety Committee	November 2018
Change analysis performed whenever a change in facilities, equipment, material or processes occurs.	Use Job Hazard Analysis (JHA).	Make certain a JHA is included with changes	JHA on file for future analysis and training	Risk Services and O and M	Ongoing
Supervisors receive appropriate safety and health training.	Supervisors are invited or included in safety and health training on a refresher basis.	Participation frequency noted in attendance records and feedback from Supervisors	Work toward a "Train the Trainer" for Supervisors to conduct safety and health training.	Risk Services and WG Mgmt.	December 2018
Supervisors receive training in safety and health responsibilities. Continue Hazard Recognition Training by cross-functional team from all crafts, including Supervisors and Risk Services.	Revisit OR-OSHA "Safety and The Supervisor Series."	Evaluations from training sessions to determine value for current Wastewater Group culture	Continuous improvement of Supervisor engagement and involvement with their work groups	Risk Services	Spring 2019
Conduct quarterly injury and incident reviews with BES Management.	Identify trends and costs, and claim status of incidents.	Loss improvements noted and measured by quarter	Management engagement with claims management to improve loss prevention.	Risk Services	Ongoing



BES Engineering Services

GOALS AND ITEMS FOR IMPROVEMENT	OBJECTIVE	METHODS OF MEASUREMENT	EXPECTED OUTCOME	ASSIGNED TO	TARGET DATE
Identify and agree on actions for BLT/Division Managers and Safety Sponsors to stay engaged in the safety and health management program for BES Construction.	Ensure senior mgmt. keeps active in S and H role.	Sr. BES Construction Management participation	Safety Committee, site surveys, presentation, and appropriate coaching from upper management	Safety Sponsor's Committee with input from Engineering Service's safety and health committees	February 2019
Ensure responsibility for tracking hazards identified by MTL employees.	Hazard correction	MTL Safety Committee participation	All reported hazards tracked	BES Risk Services with input from MTL safety committee	October 2018
Generate a separate OSHA Form 300 and 300A for BES Design/Construction Services	Separate BES Field Operations on form	Completion of two forms: 300 and 300A	Separate construction incidents for the rest of the Bureau.	BES Risk Services	September 2018
Implement training matrix changes with additional training offered	Reflection of current duties, exposures and regulatory issues	Does it meet the needs of the construction group? Use informal surveys.	Make training as relevant and useful as possible.	Paul Schuberg, Pat Darby, Bryan Davis, Engineering Service's Safety Committee	June 2018
Update "best practices" checklist for emergency response to sinkholes.	Formalize current process with a useful checklist.	Feedback from responders and BOM	Improve responder and public safety and health.	Advisory committee with input from engineering and inspection	February 2019



BES Engineering Services

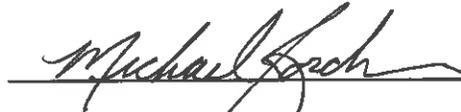
GOALS AND ITEMS FOR IMPROVEMENT	OBJECTIVE	METHODS OF MEASUREMENT	EXPECTED OUTCOME	ASSIGNED TO	TARGET DATE
Complete quarterly MTL inspections w/BES Risk Services staff.	"Expert hazard analysis"	Feedback from MTL personnel on its usefulness and the expert's insights/ observations	Improved I.D. of hazards and abatement strategies	Neil Bruesch and BES Risk Services	Ongoing
Ensure that employees have received appropriate safety and health instruction.	Employees who have knowledge to safely do their jobs	Onboarding, new-hire orientation, annual review of safety and health training records by employee, with supervisor	A safety and health knowledgeable workforce	Engineering Services supervisors with assistance from BES Risk Services	Ongoing
Review incident reports from all BES managed construction projects.	Identify trends and opportunities for program improvements.	Monthly report to Engineering Services safety committee. Annual to safety and health sponsors and others.	Safety committee, site surveys, presentations	Incident Review sub-committee	Ongoing
Conduct quarterly inspection of at least one BES construction project with focus on hazards exposures for BES employees.	Reducing hazard exposures for BES employees	Monthly report to Engineering Services safety committee	Increase hazard awareness.	Field Construction safety sub-committee	Ongoing
Increase upper management participation in safety committee meetings.	Provide safety and health leadership examples and expedite resolution to some safety and health issues.	Annual review of safety committee notes to determine Sponsor participation	Increase safety and health leadership visibility and reduce risks, since some identified issues will be more rapidly resolved.	Safety and health sponsors	January 2019
Supervisors receive appropriate safety and health training.	Supervisors are invited or included in safety and health training on a refresher basis.	Participation frequency noted in attendance records and feedback from supervisors	Work towards a "Train the Trainer" for supervisors to conduct safety and health training	Risk Services and WG Mgmt.	December 2020



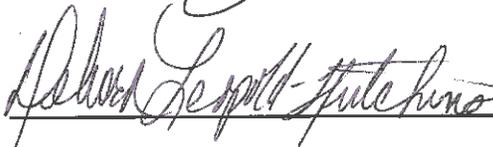
APPROVED

 _____ Date: 7/17/18

Mike Reiner, Risk Services Manager

 _____ Date: 7/17/18

Michael Jordan, Bureau Director

 _____ Date: 9/6/2018

Debora Leopold-Hutchins, Interim City Risk Manager



APPENDIX A COST ANALYSIS BY LINES OF COVERAGE

Loss Analysis Data

Bureau of Environmental Services 5-Year Loss History

		Incurred Claims Cost by Cause Bureau: BES Includes Auto Liability Claims				
Major Cover..	Replace Auto w/Detail Cause	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Auto Liability	Turning Left/Hit	\$1,588			\$70,946	
	Collision With Bicycle			\$59,988		
	Collided With Pedestrian					\$50,000
	Hit Parked Vehicle			\$2,158	\$10,138	\$1,104
	Backing or Reversing Back	\$1,487	\$4,791	\$1,565		
	Rear end Collision			\$2,185		
	Intersection Collision			\$1,500		
	Sideswipe/Changing Lanes/Improper P.	\$1,489				
	Items/Objects falling from vehicle	\$1,316				

		Incurred Claims Cost by Cause Bureau: BES Includes General Liability Claims				
Major Cover..	Replace Auto w/Detail Cause	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
General Liability	Sewer System	\$238,658	\$158,488	\$683,902	\$503,518	\$82,131
	Fall, Slip or Trip Injury	\$82,897	\$39,689	\$35,370	\$2,500	\$20,100
	Electrification					\$80,000
	Due Process	\$51,221				
	Infrastructure	\$888		\$500	\$29,160	\$4,200
	Outdoor Areas	\$2,088	\$2,000			
	Transportation	\$723	\$1,148			

		Incurred Claims Cost by Cause Bureau: BES Includes Workers Compensation Claims				
Major Cover..	Replace Auto w/Detail Cause	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Workers Compensation	Strain or Injury By	\$76,844	\$5,044	\$101,122	\$83,788	\$5,758
	Fall, Slip or Trip Injury	\$9,881		\$7,378	\$80,191	\$33,160
	Motor Vehicle		\$3,698		\$18,452	\$8,579
	Hearing Loss		\$21,861			
	Stress/Mental		\$14,488			
	Cut, Puncture, Scrape Injured By			\$2,084		\$8,896
	Struck or Injured By	\$140	\$3,266	\$848	\$816	\$2,418
	Cumulative Overuse/Exposure			\$3,468		
	Miscellaneous Causes	\$1,792			\$221	
	Caught In, Under or Between		\$714		\$760	
	Striking Against or Stepping on	\$467				
	Burn or Scald - Heat or Cold Exposure					\$261





The City of Portland is committed to providing meaningful access. To request translation, interpretation, modifications, accommodations, or other auxiliary aids or services, contact 503-823-7740 or Oregon Relay Service: 711.