



Citywide Safety Initiative

City of Tacoma

Joint City Council/Public Utility Board Study Session

8/20/2019

ITEM 2



OVERVIEW



- Background & Business Drivers
- Current Program State & Gap Analysis
- Organizational Considerations
- Recommendations

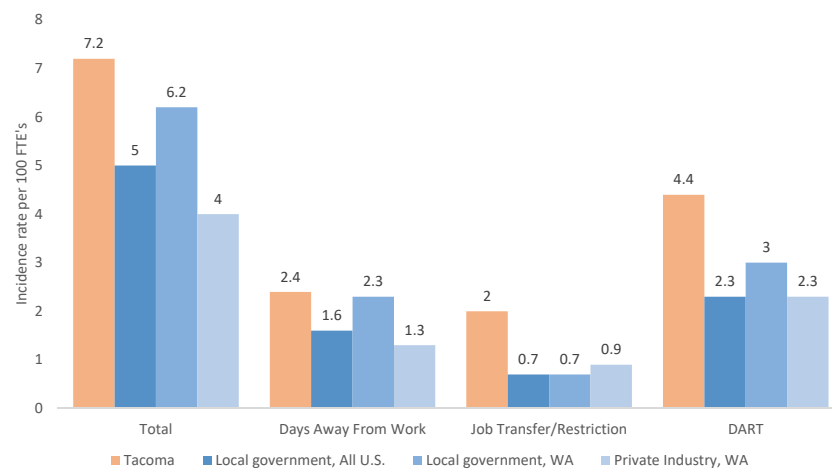
BACKGROUND



- 2016/17 established lagging Indicators
- Benchmarking
- Industries rapidly changing
- Workforce is evolving
- Established Citywide Safety Initiative
- Established 8 Safety Objectives

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Injury Rate Comparison



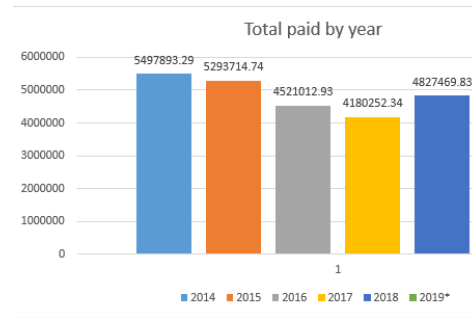
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Cost of Injuries



- Amount spent on workers comp. claims from 2014-2018:

- \$26.5M
- Average Annual Spend \$4.8M
- Average Injury Claim \$9K
- Average Time Loss Claim \$23K



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Safety Commitment & Goals



- At the City of Tacoma, we are committed to the safety of our employees, customers and community. Building a solid framework and providing strong leadership is fundamental to this commitment.
- To elevate the City's definition and recognition of safe work and develop strong measures to better hold ourselves accountable.

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Citywide Safety Initiative



- Alignment towards Citywide Safety Resiliency
- TPU Director & City Manager Safety Commitment
- Collaboration & Engagement at all levels across General Government & Tacoma Public Utilities (City of Tacoma)
- Eight Safety Objectives Prioritized by City of Tacoma Executive Leadership

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Update On Key Objectives



1. Research, design and recommend a framework for safety including reporting and governance structure, roles, goals and expectations
2. Create and implement a recruiting and hiring strategy for a senior level Safety professional who will lead the City-wide Safety effort
3. Identify strengths and recommend improvements and/or additions to the existing Safety program

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Understanding the Current State



- Program Compliance
 - 34 Washington Administrative Codes
 - 24 regulations impact specific lines of businesses (WAC's, RCW's & Federal Regulations)
- Conducted five SWOT assessments, collecting feedback from employees across the City of Tacoma
- Compared SWOT feedback categories to OSHA Safety and Health Program Management Guidelines – our findings were unfortunately not surprising.

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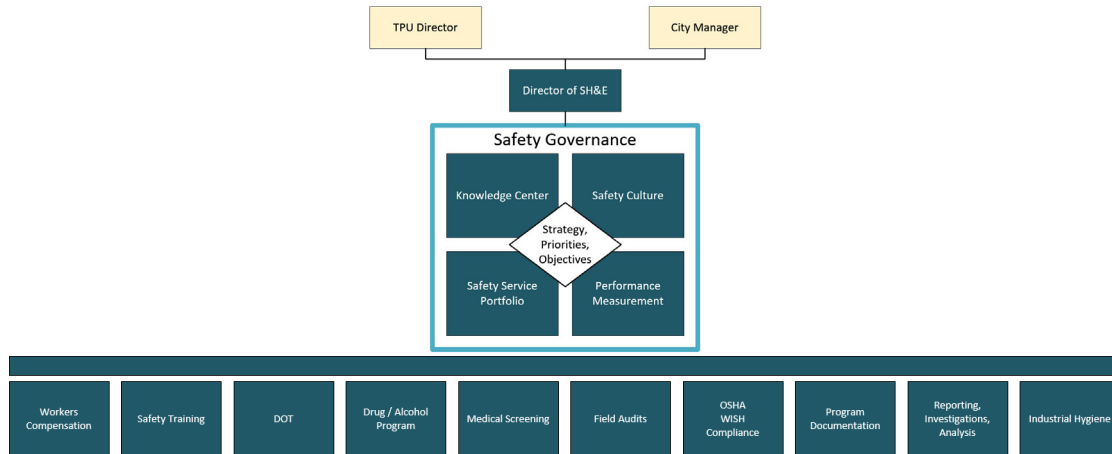
Summary of Findings



COMBINED SUMMARY	Vulnerable	Reactive	Compliant	Proactive	Resilient
#1: Management Commitment and Employee Involvement	✓✓✓	✓✓✓	✓		
#2: Worksite Analysis Program	✓✓	✓✓✓			
#3: Hazard Prevention & Control Program		✓✓✓	✓✓✓	✓	
#4: Safety and Health Training		✓✓			
	21%	57%	18%	4%	0%

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Future Program Structure



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Safety Director



Position Summary

- The administrative head of the City-wide Safety, Health and Environmental Department with responsibility for directing strategic planning, program development, operational, financial, and personnel activities of the SH&E Department.
- In collaboration with the City Manager and the Director of Utilities, plans, organizes and oversees a comprehensive safety program enabling the capabilities and maturity of a safe work culture across the City of Tacoma.

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NEXT STEPS



- One Safety Program
- Actively recruit for Safety Director
- Additional Education & Outreach
- Identify resource requirements for mid-biennium budget adjustments
- Code revisions related to safety structure being developed

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