

EXHIBIT A

Overview and Analysis of WASA's Safety Initiatives

OVERVIEW AND ANALYSIS OF WASA'S SAFETY INITIATIVES

WASA's Comments on Prior Recommendations	OIG's Comments Regarding Implementation (OIG observations are as of end of field work)
SAFETY POLICIES & PROCEDURES	
1 . Completed -Safety Policies and Procedures	19 safety policies issued as of February 22, 2001
2 . Completed -Implemented comprehensive plan to annually inspect all facilities & work activities	IN PROCESS. Comprehensive plan consists designating a complete area to be inspected each month. Inspections consist of a formal entrance, a tour of the facilities, an exit conference, a formal report, and a follow up within 45 days.
This evaluates worker safety practices & conditions	
3 . Established -Board of Director's Safety & Emergency Planning Subcommittee	The subcommittee was formed in March 2001 but has not yet met.
4 . Developed & Implemented - An Industrial Hygiene Program	Only 6 individuals have been fit tested; no stress tests
5 . Established -An annual fire extinguisher maintenance program ✓ Fire evacuation plans & drills completed at major facilities.	Four buildings had fire drills- Only one subsequent to the issuance of the OIG Nov. 2000 Audit Report 1. Central Operations-May 4, 2000 2. Central Maintenance-Sep 2000 3. Laboratory-September 21, 2000 4. Information Technology-Dec 2000
6 . Developed -An Emergency Response Plan for the Blue Plains Advanced Wastewater treatment plant. ✓ The plan will also serve as the bases for a WASA-wide Emergency Response Plan to handle all types of emergency situations	Plan was completed on February 20, 2001 but has never been tested. After the September 11, 2001, terrorist incident, the OIG was informed by WASA personnel that employees are still unsure as to assigned responsibilities in the event of an emergency.
7 . Completed the testing of drinking water fountains at all WASA facilities and repair/replace as required	Testing was completed on December 1, 2000. Of the 41 water fountains tested, 17% exceeded EPA standards. Two of the fountains tested contained more than 100 times the minimum EPA allowance for lead.
8 . Working with WASA contractors to ensure compliance with safety procedures at Blue Plains	Plans were in place to ensure all construction contractors are evaluated on PSM safety training requirements and awareness prior to contract award. Additionally, a checklist to ensure compliance with PSM requirements during the contract performance period had been developed and was being used. However, no viable work had been done to insure contractor compliance with safety procedures, or to implement safety procedures, i.e., scheduled or unannounced site & operation inspections.
9 . Established -Safety equipment evaluation process ✓ To ensure workers have appropriate apparatus for their activities ✓ Schedule being devised for WASA-wide implementation ✓ Plant operators will be 1st group to be evaluated ✓ Formal implementation begins in July	Could not find support that a safety equipment evaluation process had been established.

OVERVIEW AND ANALYSIS OF WASA'S SAFETY INITIATIVES

WASA's Comments on Prior
Recommendations

OIG's Comments Regarding Implementation
(OIG observations are as of end of field work)

CIP & SAFETY

10 . Sodium hydroxide facilities to replace lime
this summer:

✓ 6 tanks already on site

11 . Interim improvement to chlorine building

✓ Notice to Proceed (NTP) issued week
of 3/19/01

12 . Transition to hypochloride & sodium bisulfate
from chlorine and sulfur dioxide

✓ Contract approved & executed –NTP
imminent

13 . Digester decommissioned

14 . A number of CIP projects directly address
employee safety issues

Did not evaluate the Capital Improvement Program.

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Recommendations

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TRAINING

15 . Extensive safety training has been conducted & is ongoing. Examples:	<u>No. of Employees that had received training:</u>
✓ Use of personal protective training	5
✓ CPR	0
✓ Self-contained breathing apparatus	0
✓ Excavation and trenching	11
✓ Hazardous communication	409 (2 Hour Course)
✓ Railcar safety	29
✓ Ladder Safety	0
✓ Respiratory protection	33
✓ Conducted meetings w/managers & employees on work-area- and established safety goals/objectives	Not documented.

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SAFETY SYSTEMS & TECHNOLOGY

<p>16 . Plant-wide Interactive Reference System (PIERS)</p> <ul style="list-style-type: none"> ✓ Documents work procedures ✓ Safety policies and procedures ✓ Emergency response for Plant personnel ✓ 24-hour access to technical information ✓ Process safety management procedures ✓ Tracks & catalogs report and various studies ✓ Safety policies 	<p>PIERS, a WWT Project, that very recently added Safety Policies. The system must be installed individually in each computer and configured. A great deal of workers do not have physical access or training to retrieve such information.</p>
<p>17 . ABRA-Train--Training Management database:</p> <ul style="list-style-type: none"> ✓ System designed to track & document employee training & education 	<p>Database cannot correlate training needs to job titles.</p>
<p>18 . Safety Tracking System established to ensure appropriate follow-up:</p> <ul style="list-style-type: none"> ✓ Covers employee complaints ✓ Inspection/Follow-up 	<p>No safety tracking system is established that covers employee complaints or inspections follow-up.</p>

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EMPLOYEE INVOLVEMENT	
19 . Employee involvement occurs in all aspects of Safety Program:	
✓ Union review/comments on policies	Unable to document
✓ Specialty safety groups formed to review process safety management issues and housekeeping	Date completed: May 2001. Housekeeping Committee.
✓ Established safety liaisons within each department and/or facility	Liasions have been established. Unable to provide documentation in support of action items identified or completed.
20 . Established Joint inspections w/union leadership	Unable to provide documentation of inspections
✓ Completed an initial "walk-around" inspection at the plant	
✓ Seek input on how to best resolve certain safety issues	WASA is still continuing to resolve safety issues.
✓ Bring immediate closure to safety issues raised	WASA is still continuing to bring closure to safety issues raised.
✓ Extends throughout the organization	
21 . Established safety performance goals & objective within workforce:	About 140 management/supervisors were trained in a 4-hour training course. However, no specific goals were provided to review.
✓ Management/front line supervisors trained in developing safety	Training was provided by a contractor on performance goals. Each of the 140 individuals are now evaluated on safety performance goals.
✓ Goals/performance measures	
✓ Goals in performance management plans for non-union employees	
22 . Reassignments:	
✓ OS&H staff reassigned to designated facilities to assist in implementing CSP	Completed.
✓ WASA-wide Comprehensive Safety Program	Completed, undated and unsigned.
✓ Accessing current programs and implementing new initiatives simultaneously	Ongoing.

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PARTNERSHIPS & COMMITTEES

23 . Initiated renewed partnership w/DC Safety & Regulations agencies:	No documentation available to document meetings held, items discussed, actions addressed.
<ul style="list-style-type: none"> ✓ Senior management & coordination meetings held – have included WASA's General Manager, Fire Chief, DCRA Director and EMA Director 	
<ul style="list-style-type: none"> ✓ Agreements made to revise certain safety signage for fire exits, etc. 	This was the recommendation of the fire department
24 . A task force consisting of the Risk, Fleet and OS&H departments was established to formulate a Fleet Safety program for all drivers of WASA vehicles	Date completed: February 2001.
25 . Union/Manager Safety Committee:	Date completed: February 2001.
<ul style="list-style-type: none"> ✓ Part of bargaining agreement ✓ Jointly identifies & resolves safety-rated issues 	
26 . Housekeeping Safety Committee	Date completed: February 2001. In early stages. Sufficient time has not passed to evaluate compliance with laws and internal policies.
27 . Process Safety Management Committee <ul style="list-style-type: none"> ✓ Employee & Contractors/Consultants 	Date completed: February 2001.

OVERVIEW AND ANALYSIS OF WASA'S SAFETY INITIATIVES

**WASA's Comments on Prior
Recommendations**

**OIG's Comments Regarding Implementation
(OIG observations are as of end of field work)**

PEER GROUP SAFETY REVIEW

<p>28 . Regional safety professionals assembled to evaluate WASA's safety program, progress to-date, components & general direction</p>	<p>No documentation of attendees, topics of discussion, actions items, or results of the meeting was adocumented.</p>
<p>29 . Participants have over 90 years of industrial safety experience representing:</p> <ul style="list-style-type: none"> ✓ Maryland Safety Council-State Chapter on the National Safety Council ✓ American Society of Safety Engineers ✓ Seneca Valley Occupational Nurses Association ✓ Maryland-District of Columbia Utilities Association 	<p>Date completed: March 21, 2001.</p>
<p>30 . Groups still developing findings based on site visit and review of documents</p> <ul style="list-style-type: none"> ✓ Will follow-up with written comments 	<p>Date completed: March 21, 2001.</p>

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Recommendations**

**OIG's Comments Regarding Implementation
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OTHER COMPLETED INITIATIVES

31 . OSHA injury forms are now being posted as required by OSHA	Date completed: January 2001.
32 . An employee safety presentation has been incorporated in all new-employee orientations	All new employees receive Safety Orientation.
33 . A new accident injury form was developed and implemented	Date completed: February 1, 2001. Old accident injury form was partially revised.
34 . OS&H staff developed procedures & guidance for persons performing collateral safety duties	Date completed: January 2001.
35 . Developed comprehensive calendar of major activities & performance reviews	Date completed: January 2001.
<ul style="list-style-type: none"> ✓ Annual Safety inspection for all facilities ✓ Annual fire evacuation drills ✓ Ongoing mandatory & proactive training 	
<ul style="list-style-type: none"> ✓ Major report-OSHA, EPA, etc. 	

OVERVIEW AND ANALYSIS OF WASA'S SAFETY INITIATIVES

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INITIATIVES IN DEVELOPMENT	
36 . Expanding comprehensive injury and accident data analysis reports	In process.
37 . Partnering w/other relevant agencies/organizations: <ul style="list-style-type: none"> ✓ Within the District government ✓ Council of Governments ✓ Local, regional & national professional safety associations 	In process.
38 . Revise & develop new safety collateral material (brochures, newsletters, bulletins) for employees and the website	In process.
39 . Developing additional policies & procedures & enhancing existing worker safety <ul style="list-style-type: none"> ✓ Fleet safety, driving record changes, vehicle accident review ✓ Medical surveillance 	In process.
40 . Developing and OSHA departmental operating manual: <ul style="list-style-type: none"> ✓ Outline completed ✓ Final in July 2001 	In process.
41 . Continuous assessment of department safety plans for budgetary and training purposes	In process.
42 . Training WASA construction inspectors on construction safety	In process.

EXHIBIT B

WASA's Comprehensive Safety Program



**District of Columbia Water and Sewer Authority
COMPREHENSIVE SAFETY PROGRAM
Occupational Safety & Health Department
July 2001**

**Report to Operations Committee's
Safety and Emergency Planning Subcommittee**



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Executive Summary

The District of Columbia Water and Sewer Authority's (WASA) Occupational Safety and Health department (OS&H), under the guidance of the Board of Directors and management, has devised and implemented a Comprehensive Safety Program (CSP). OS&H provides preventative and instructive programs, technical services and support to ensure a safe and healthy work environment for Authority employees, customers and the community.

Accident prevention, education and instruction are *the daily priorities*. These are achieved through the use of independent safety audits, programs and training, accident investigation, hazard analysis and abatement and, involve employees in all safety initiatives.

The *goal* is to provide employees a safe work environment and maintain compliance with all applicable laws and regulations. The *vision* is accident prevention and goes beyond compliance, and calls for the utilization of *safe* and *healthful* operational methods for *all* tasks.

The WASA occupational safety and health program is modeled, in part, on OSHA requirements and the industry's best practices for accident prevention. Appropriate modifications have been made to address the particular needs of WASA and the overall program goes beyond OSHA requirements.

The four key elements of the program are:

- ❑ Management & Employee Involvement
- ❑ Worksite Analysis
- ❑ Hazard Prevent & Control
- ❑ Safety & Health Training

These elements are combined with WASA's philosophy – to continuously seek ways to improve performance – and will continue to result in an exemplary program that meets or surpasses the best standards established in the water and wastewater industries.

WASA's CSP is a planned approach to ensure consistency and longevity of a WASA-wide safety and health program. The CSP establishes guidelines and performance measures for management and employees to achieve a workplace free of recognized and preventable safety hazards. In summary, WASA has developed a proactive safety program that addresses these fundamental objectives:

- ❑ Actively involves employees in accident prevention
- ❑ Engages programs to build employee understanding and commitment regarding occupational safety and health matters
- ❑ Develops and promotes safety recognition and incentive programs
- ❑ Ensures expert guidance and advice to management regarding current, new or proposed industry-related regulations
- ❑ Reduces the number of accidents, incidents and injuries

Comprehensive Safety Program Overview

The following are integral parts in the overall development of the comprehensive program. Implementation of these elements is *vital* in realizing the success of the program.

Management Involvement

- ❑ Endorsed safety policies that are clearly defined and have been disseminated throughout the Authority
- ❑ Consistent implementation of an ongoing safety and health program for all WASA work areas to prevent and minimize the risk of injuries and accidents to employees, contractors and the general public. Thus, reducing the potential cost related to occupational injuries and accidents
- ❑ Development and establishment of safety and health guidelines and procedures to ensure a safe and healthy environment for WASA employees, visitors and the community
- ❑ Supporting departments in establishing annual safety goals
- ❑ OS&H department is WASA's liaison to safety regulatory agencies

Employee Involvement

- ❑ Actively promote and schedule forums and meetings to encourage employee participation and involvement in work safety, accident prevention and loss control. This is demonstrated through employee safety committees and departmental liaisons
- ❑ A master communication plan was developed and has been implemented to promote employee awareness, interest and participation in occupational safety and health programs. This will be accomplished through, by way of example, weekly "tailgate talks," quarterly newsletters and safety bulletins (*see Appendix A*)

Work Site Safety Analysis

- ❑ Maintain a program to ensure periodic and scheduled inspections and evaluations of work areas. Update, as appropriate, safety and health procedures and the use of the proper safety equipment
- ❑ Safety Inspection Program – Maintain an annual program to ensure WASA facilities and a representative percentage (25%) of field crews are systematically inspected and evaluated each year. Each inspection shall be appropriately documented indicating the safety findings and recommendations

to the responsible management officials. Follow-up inspections are conducted within 45 days of the initial inspection (*see Appendix C*)

- Random safety inspections are conducted as determined by OS&H

Accident Prevention and Hazard Abatement

- Accident Reporting and Investigation Program - A program to ensure employees report accidents, injuries and incidents in a timely manner. The program requires a member of the OS&H staff to review and/or investigate all accidents, injuries and incidents to ensure appropriate corrective and preventive measures (*See Appendix D*)
- Management Safety Reporting & Benchmarking Systems - An accident and injury data system formulated to track safety trends, concerning accidents, causes, types, etc., to enlighten managers, supervisors and employees of their safety performance. The system provides for internal and external benchmarking (*See Appendices E & F*)
- 20 Most Common Safety & Health Program Components - Continual development and maintenance of the 20 most common safety and health programs relative to water and sewer utilities (*See Appendix G*)
- Emergency Planning — Maintain a plan to ensure emergency planning and training is regularly updated and practiced annually for emergencies related to fire, chemical spills, bomb threats or other emergency incidents (*The program will ensure biannual evacuation drills where appropriate.*)

Safety and Health Training

- Management Plan — Developed to establish and maintain safety training programs to minimize accident causes and comply with mandated federal and city regulations such as: Occupational Safety and Health Standards (*1910 — General Industry and 1926 — Construction*), *Department of Consumer and Regulatory Affairs, DC Fire Department, DC Health Department, and federal agencies such as the Environmental Protection Agency, Department of Transportation, etc.*)
- Ensure compliance with annual safety training requirements

OS&H Department Administrative and Operation Manual

- Developed Standard Operations Manual — A standard operating procedures manual was developed to document how the department performs its activities

Major Elements of the CSP

The following represents current and ongoing priorities established by the OS&H department that considers Board and management mandates:

1. Implement all Components of the CSP

The future continuity of WASA's Occupational Safety and Health Program depends on *full implementation* of all components of the CSP. The OS&H department must ensure ongoing leadership and guidance to meet this challenge. Listed below are these key components:

- ❑ Safety and Health Policies — Implemented (training and ongoing)
- ❑ Safety Plan — CSP in Implementation Phase
- ❑ Written Safety Policies — *Completed*
- ❑ Safety Goals for WASA - Implemented (Work Plan Activity)
- ❑ Promote Employee Forums — Implemented and ongoing
- ❑ Safety Communication Plan — Implemented and ongoing
- ❑ Work Site Hazard Assessments — Implemented and ongoing
- ❑ Annual Facility Safety Inspection Program — Implemented
- ❑ Accident Reporting & Investigation Program — Implemented
- ❑ Management Safety Reporting System – Implemented June 30, 2001 at the General Manager's Senior Staff Meeting
- ❑ OS&H department oversight of *20 Most Common Safety Programs* – Implemented and ongoing
- ❑ Management Plan for Safety Training – Implemented and ongoing
- ❑ Departmental Safety Training Guidelines — Implemented and ongoing
- ❑ Emergency Planning and Training – Implemented and ongoing
- ❑ OS&H Department Administrative Manual — Implemented
- ❑ Position-by-Position Safety Training Requirements – Developed and will be updated, as required

2. Concise Follow-up of Accident Investigation

A formal accident investigation program has been established to ensure that all accidents and incidents (near misses) are properly reviewed and/or investigated by a member of the OS& H staff. The established program requires the participation at all levels of the organization beginning with prompt reporting by the employee to his/her supervisor and the completion of the appropriate accident reporting forms.

The initial accident investigation is conducted by the immediate supervisor and includes a review of what actually occurred and implementation of the appropriate accident prevention measures to prevent a reoccurrence of the accident or incident.

A member of the OS&H staff reviews each report along with the supervisor's investigation to ensure appropriate follow-through and to provide accident prevention assistance.

The Occupational Safety & Health department and Risk Management also coordinate their respective investigations of the accidents to ensure a corresponding approach to accident prevention and the minimizing of risk and/or cost related to accidents and injuries. The two work units receive simultaneously from the worker's compensation insurance carrier an email of the employee's first report of the accident and/or injury. Simultaneously reporting the accident to the two work units enables an immediate investigation of the accident or injury.

Risk Management and OS&H also have developed a procedure to meet as regularly as needed to reconcile their respective accident investigation findings.

3. Management Reporting System

A management safety reporting system was implemented effective with the General Manager's June 2001 senior staff meeting. The safety reporting was developed to promote safety awareness and to ensure the participation of managers, supervisors and employees in advancing and enhancing safety performance.

Accidents are classified by type (slip/trip, fall, lifting, struck by, etc.) The classification of accident types is consistent with classifications used nationally by insurance and safety organizations, and will assist WASA to benchmark our safety performance with similar organizations and established industry codes. The accident classification system also will assist the OS&H staff to identify safety concerns so that they can implement or reinforce preventive measures to reduce the risk of accidents.

The goal is to provide regular reports to managers, of all operational departments and/or work groups, a summary of their safety performance. The reporting system will provide information indicating safety and accident trends, positive and/or negative aspects of safety performance. It will assist in providing management and employees better information to improve safety performance as required.

4. Chemical Use and Disposal Management

To achieve compliance with the applicable environmental safety requirements of the various federal and city regulations, a chemical storage and disposal program was expanded to ensure that WASA has a comprehensive inventory of chemicals and a disposal plan for hazardous waste. The plan is in compliance with applicable regulatory requirements.

An independent environmental audit was conducted for WASA in 2000 designed to assess compliance with hazardous waste management. The audit concluded that WASA was in compliance and made recommendations to enhance the existing program. The program is being further expanded to include inventory controls over less hazardous materials such as solvents, paint thinners, oil waste, batteries, etc.

5. Industrial Hygiene Program Development

Written guidelines for implementing and expanding the Industrial Hygiene Program have been developed. The program will be expanded from chemical exposure to areas such as noise level and environmental testing.

6. Job Safety Analysis

Job safety hazard analysis is an important aspect of the ongoing CSP. With the implementation of new work procedures and practices by employees involved in field activities, the OS&H staff must continually conduct job safety hazard assessments to ensure employees are appropriately trained to perform their new work activities and have the proper safety equipment.

7. Respiratory Protection

A Respiratory Protection Program was formally implemented as part of 21 safety and health policies adopted by the Authority. The policy outlines the requirements for the appropriate selection and use of respiratory protection. The procedures apply to all WASA personnel working in areas or performing activities where respiratory protection is required.

The policy clearly identifies the responsibilities of management, supervisors and employees regarding the selection and appropriate use of respirators. Employees are fit-tested for respiratory equipment and provided medical examinations to verify their ability to wear respiratory protection.

Employees working with chemicals at the plant are provided respiratory protection, training, fit testing and medical examinations on a regular basis as required.

8. Comprehensive Emergency Response Plan

An emergency response plan was developed for the Blue Plains Advanced Wastewater Treatment Plant that will be regularly updated and used as the model for developing other plans throughout the organization. The current plan has been thoroughly reviewed and will be updated as needed.

9. Defensive Driving/Fleet Safety

There is a driver safety program in place for drivers possessing Commercial Vehicles Licenses (CDLs). The CDL program includes the following: training to assist employees obtain and maintain a CDL license, medical examinations, daily vehicle inspection, random and post-accident drug and alcohol testing and refresher skills training as needed.

Defensive driver training has been provided to a number of WASA employees. The program will be expanded to include all drivers of WASA vehicles who will be required to complete a defensive driving course by December 2001.

WASA has placed a great deal of importance on the safe operation of vehicles and equipment by employees. All WASA vehicles are posted with a phone number on the rear of the vehicle requesting the public to report positive or negative driving habits. Reports received are investigated and handled accordingly.

10. Committees

A union/management safety committee has been meeting on regular basis and will continue to meet each month. Additional safety committees will be developed throughout the organization with management's support.

11. Coordination of Contractor Safety Requirements

WASA recognizes the importance of contractors performing their activities in a safe and healthy manner and complying with the applicable safety regulations such as OSHA, EPA, DC Code, etc. Contractors must abide by WASA's policies and procedures when performing work on the Authority's property. WASA will enforce said policies and procedures upon contractors in accordance with applicable laws and WASA's policies. Contractors failing to abide by the required safety requirements will be subject to the appropriate administrative action.

Safety requirements and standards are specified in the *Request For Proposals* (RFPs) contracting process. A review of safety records occurs during the selection process. Once a contractor is selected, there is an on-site WASA project manager and inspector tasked with the responsibility to ensure safety requirements are met. The OS&H department works with these managers as well as the designated contractor safety personnel and conducts "spot checks" to ensure compliance. OS&H is also involved in the engineering design review process to ensure safety requirements are incorporated before a contract is awarded.

12. Broadening Professional Contacts

The OS&H staff has and will broaden its participation in local safety and professional organizations to promote WASA and to begin networking with fellow government agencies in the metropolitan Washington area and around the nation. The goal is to share and learn new safety activities, state-of-the-art approaches and best practices.

Accomplishments — Policy Development

- ❑ The Comprehensive Safety Program has been developed
- ❑ The Board of Directors — Operations Committee is regularly briefed on safety and health initiatives
- ❑ The Board of Directors established a *Safety and Emergency Planning Subcommittee* within the Operations Committee
- ❑ Safety Report – part of the General Manager’s monthly report to the Board of Directors

Accomplishments — Management & Administration

- ❑ The OS&H staff was re-organized with each member of the staff assigned to specific locations to coordinate the implementation of safety activities
- ❑ Safety budget recommendations were provided to the major operational departments to assist in planning for the revised FY 2002 and proposed FY 2003 budgets
- ❑ The OS&H department implemented an annual calendar of safety activities to guarantee consistency in the implementation of the CSP. Annual activities listed on the calendar include: annual inspection for each facility, biannual evacuation drills, forwarding reports to regulatory agencies, safety training, etc.
- ❑ The OS&H staff is actively participating in the following safety committees: Union/Management Safety Committee, Housekeeping Committee and Process Safety Committee. Members of the staff also are assisting other work groups (Blue Plains and the Bryant Street Facilities) implement safety initiatives and consider a safety committee for their work groups
- ❑ The OS&H department is coordinating with Risk Management and Fleet Services new approaches to accident prevention reporting, investigation and driver training
- ❑ OSHA 200 reports for both 1999 and 2000 were posted at all WASA facilities. The 1999 reports were posted in December and the 2000 reports posted in February as required by OSHA
- ❑ OS&H attended meetings with the DC Emergency Management Agency (EMA) and working with them as they plan a major citywide disaster drill later this year

- ❑ Guidelines were developed by the staff and Human Resources to establish a WASA-wide medical surveillance program and safety training for persons in specific work groups. A committee has been developed as part of the Labor/Management Committee to finalize this project
- ❑ Members of the OS&H staff met with department directors and facility managers to establish regular communication and liaisons to assist in evaluating and implementing the *20 most common safety program components for water and sewer utilities* as referenced in Appendix G
- ❑ Tier II — Emergency and Hazardous Chemical Inventory Reports have been submitted to DC’s Local Emergency Planning Committee as required. Copies of the report were also provided to the local fire departments
- ❑ OS&H assisted in following-up on and close out of an EPA Audit regarding hazardous material disposal
- ❑ OS&H meets regularly with managers and employees to promote safety awareness and accident prevention within the organization
- ❑ Several Fire Department *First Responders* have toured the Blue Plains Plant in preparation for an emergency response to the Plant when needed

Accomplishments — Programs, Training & Support

- ❑ A variety of mandatory and elective safety training has been provided to WASA employees. The department is assisting the various work groups develop safety training objectives for job groups and a plan to implement a regular schedule as required. Training is scheduled and monitored through the Human Resources’ *Abra Train* system – a comprehensive training data base used in many organizations and companies to manage this function
- ❑ An Emergency Response Plan was established and enacted for the Blue Plains Plant. Employees have been trained on implementation procedures
- ❑ WASA also had two employees of the OS&H staff certified to teach the nationally recognized Incident Command System (ICS), certified by the Federal Emergency Management Agency (FEMA). Additionally, key supervisors responsible for responding to emergencies attended the ICS training
- ❑ Employees now have a regular forum to express safety concerns at safety meetings within their work groups, to other employees serving on a safety committee or to a work site liaison
- ❑ WASA managers and supervisors were provided performance measurement training, which included how to develop safety goals and performance measurements

- A joint safety inspection was conducted with the unions in September 2000, which resulted in recommendations and comments for the OS&H staff to consider and/or implement. All recommendations have been addressed. The OS&H staff is continuing to work to ensure full compliance and implementation in conjunction with the CSP

- One of the objectives of the safety reporting system is to develop safety statistical data that can be used to compare WASA's safety performance with similar organizations and the standard industry codes (SIC) for water and wastewater facilities. As we begin to compare our performance with national organizations, we will be able to better assess our overall safety performance, reassess our program and make adjustments as appropriate