

Strategic Operational Review

Office of Environmental Health and Safety

The Office of Environmental Health and Safety is dedicated to providing a safe and healthy environment for the students and employees of the Los Angeles Unified School District. This mission is supported through periodic inspections of existing District facilities, and careful evaluation of all school sites to ensure a school environment that is health-protective and conducive to learning.

October 2010



Los Angeles Unified School District

Today's Learners, Tomorrow's Leaders

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Office of Environmental Health and Safety

Part 1 – Division Overview

VISION

- We are committed to the health and safety of our students, employees, contractors, and communities.
- We actively champion environmentally sound practices and safe behaviors.
- We establish procedures and audits to assess our programs to ensure that we meet best practices and standards.
- We continuously improve our emergency management procedures and practices to ensure the District can effectively prepare for and respond to any emergency.
- We continuously improve our business processes keeping our customers in mind.
- We strive to eliminate injuries, illnesses and adverse environmental impacts to contribute positively to the learning environment.

MISSION

The Office of Environmental Health and Safety (OEHS) is dedicated to providing a safe and healthy environment for the students and employees of the Los Angeles Unified School District. This mission is supported through periodic inspections of existing District facilities, and careful evaluation of all school sites to ensure a school environment that is health-protective and conducive to learning.

KEY DIVISION ACTIVITIES (CORE FUNCTIONS)

OEHS administers a wide range of environmental, health, and safety programs including: indoor environmental quality, odor & other air quality, assessment of new school sites, emergency management/response, workplace injury reduction, training for safe work practices, Safe School Inspections, waste recycling, hazardous waste pick-up, design criteria for healthy and sustainable schools, traffic and pedestrian safety, industrial facilities near schools, environmental compliance, drug and alcohol testing, medical surveillance of employees, compliance during asbestos and lead abatement, and testing for lead in drinking water.

WORKLOAD INDICATORS

See attached Workload Units for Fiscal Year (FY) 2009-10.

OBJECTIVES

See attached Key Objectives for FY 2010-11.

ALIGNMENT OF VISION, MISSION, OBJECTIVES TO THOSE OF THE DISTRICT

The Office of Environmental Health and Safety plays a critical role in supporting the District's primary vision and mission for students and employees. To this end, OEHS has not only aligned its vision and mission, but has incorporated strategic performance objectives and accountability standards that are directly tied to all services provided.

District Vision Statement:

Every LAUSD student will receive a state-of-the-art education in a safe, caring environment, and every graduate will be college-prepared and career-ready.

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District Mission Statement:

The teachers, administrators, and staff of the Los Angeles Unified School District believe in the equal worth and dignity of all students and are committed to educate all students to their maximum potential

Superintendent's Goals:

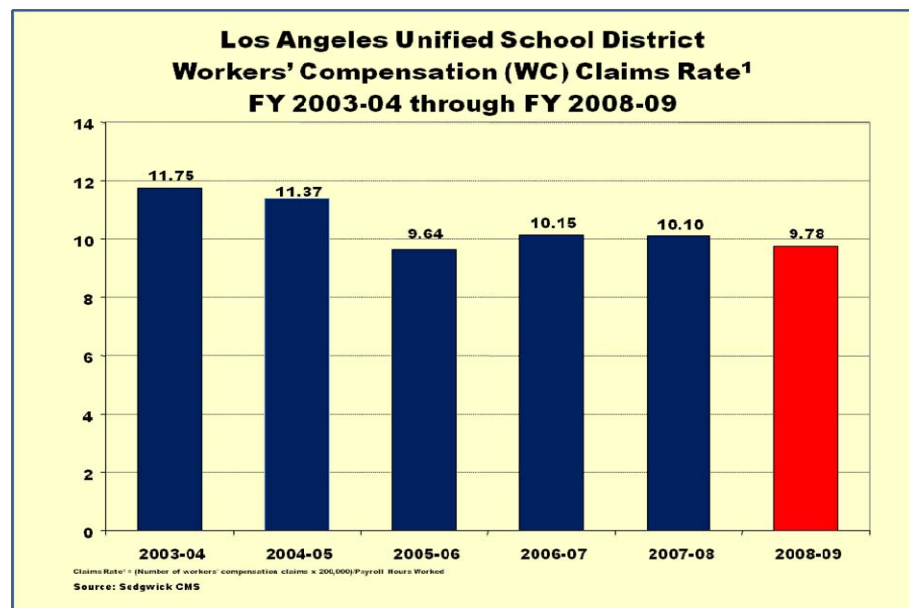
- Using Data to Drive Standards-Based Instruction: *Use data to drive standards-based, effective instruction for all students, coupled with support and intervention, when students need extra assistance or accelerated learning.*
- Supporting All Employees: *We are accountable for our students' success. We will use data to personalize the supports that all of our employees need to be efficient and successful, from professional development and training, to creating measurable performance goals.*
- Budgeting for Student Achievement: *We will make the District budget more transparent, align resources for greater impact and equity, and give schools the ability to target resources to meet their school specific needs, bringing funding and decision-making closer to schools and classrooms.*
- Creating and Supporting Quality Schools: *We will analyze multiple data points to differentiate the service and support we deliver to schools. In addition, we will capture and share best practices across all of our schools regardless of school models.*

Listed below are examples of performance metrics (reports) utilized. Reports are generated for specific sites, Divisions, Local Districts, and the entire District. (Note: Many OEHS measurements are joint efforts supported by District staff, Facilities, Department of Risk Management and Insurance Services and OEHS.)

1. Injury/Accident Data Reporting

a) LAUSD Claims Rate

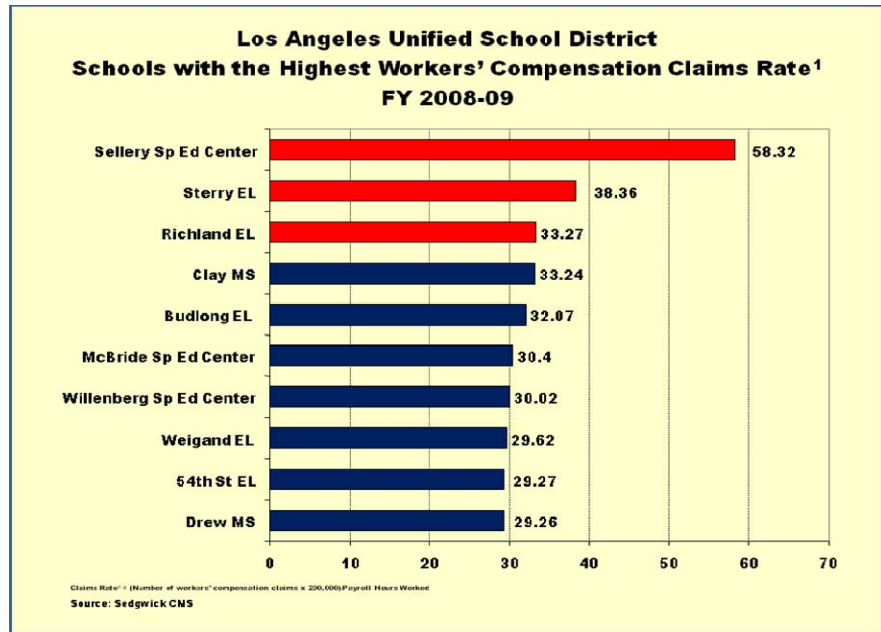
The following graph represents a measurement of injury frequency (# of workers' compensation claims). The data is used to analyze overall injury reduction efforts within the district. Claims Rate charts are drafted quarterly for division, Local District and specific sites.



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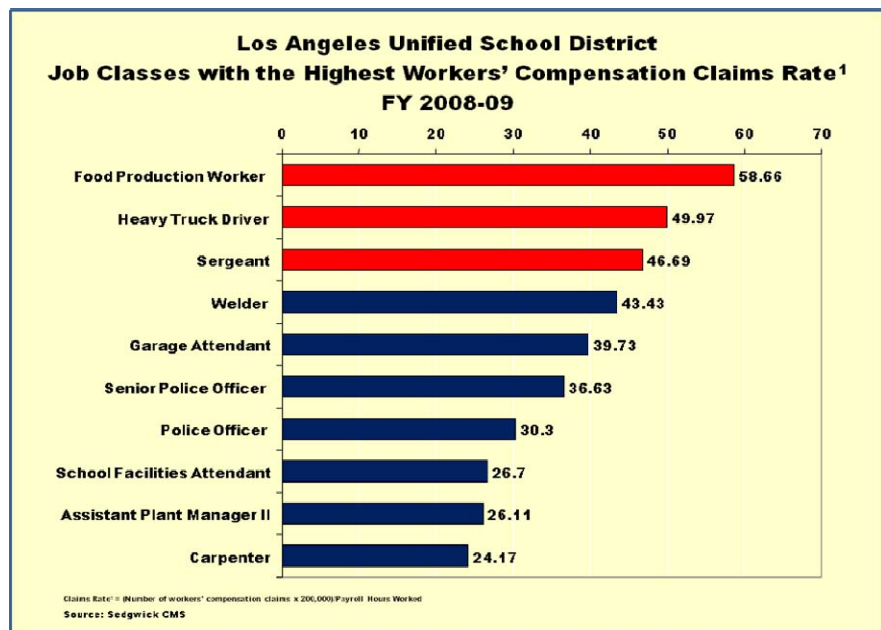
b) LAUSD Sites with the Highest Workers' Compensation Claims Rate

The following graph represents a measurement of injury frequency (# of workers' compensation claims). Specific reports are generated quarterly to determine which location have higher than average claims rates and structured prevention intervention occurs at the sites with the highest potential for injuries to occur.



c) Job Classes with the Highest Workers' Compensation Claims Rate

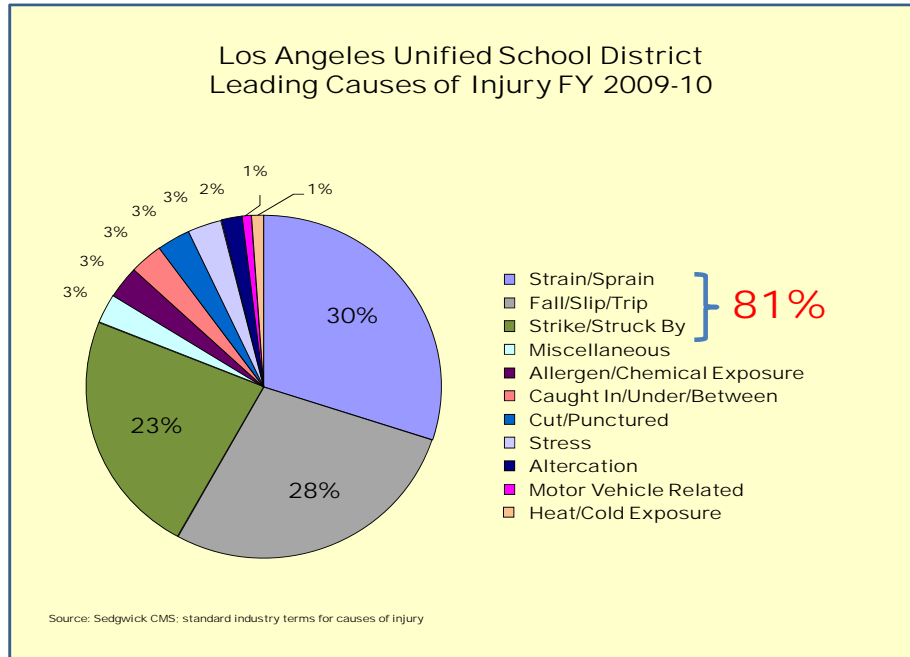
The following graph represents a measurement of injury frequency (# of workers' compensation claims). Specific reports are generated quarterly to determine which job classes have higher than average claims rates and structured intervention is implemented by job class.



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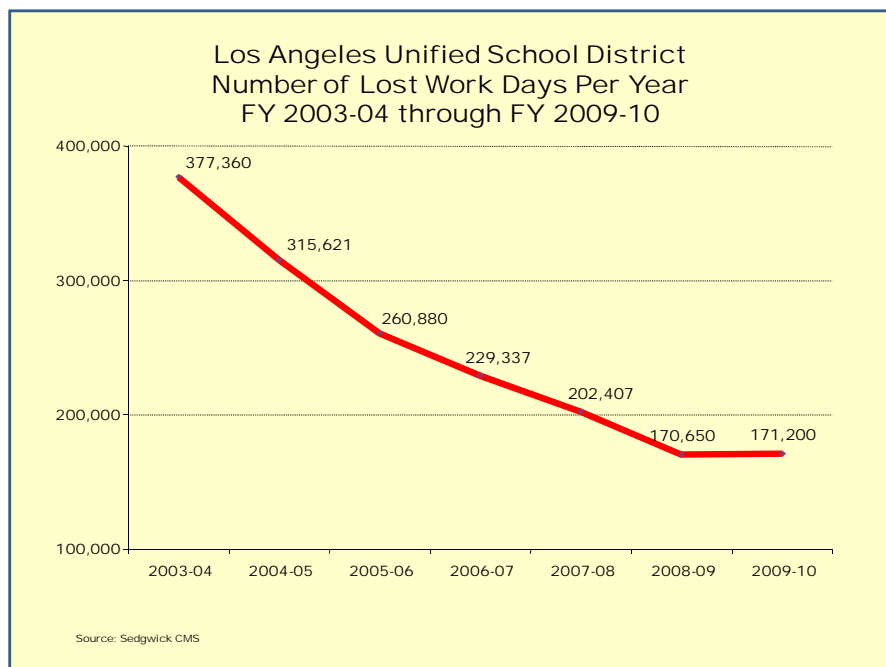
d) Leading Causes of Injury

The following graph represents a measurement of injury frequency (% of injury type). The data is used to determine where to best focus prevention efforts. Specific programs are designed to address risks based on the type of injuries identified.



e) Number of Lost Workdays Per Year

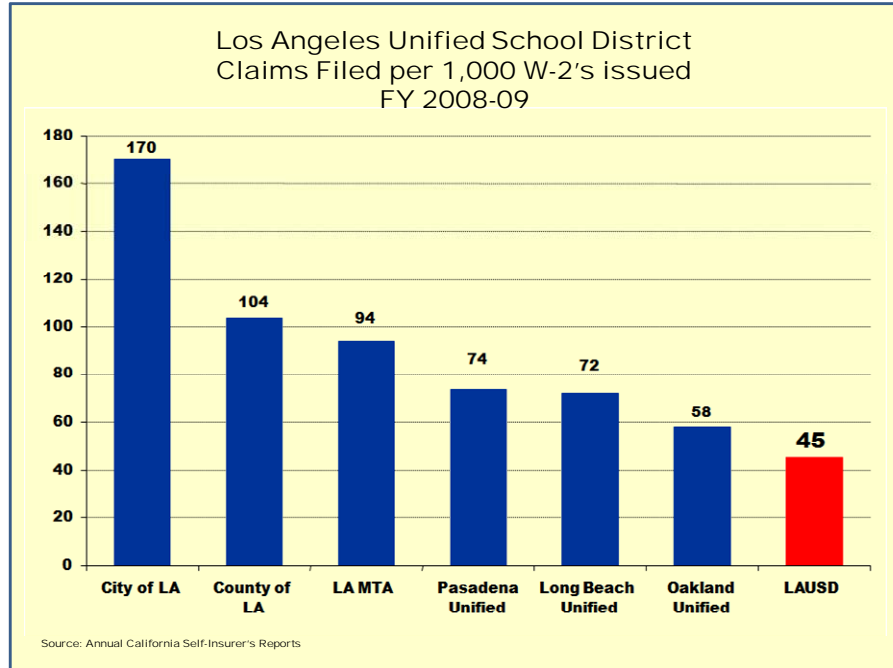
The following graph represents a measurement of injury severity (amount of time lost due to injury). The data is used to determine the severity of losses. Lost Workday Rate charts are drafted quarterly for division, Local District and specific sites. This chart is also used to measure effectiveness of the District's return-to-work efforts.



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f) **Claims Filed per 1,000 W-2s Issued Report**

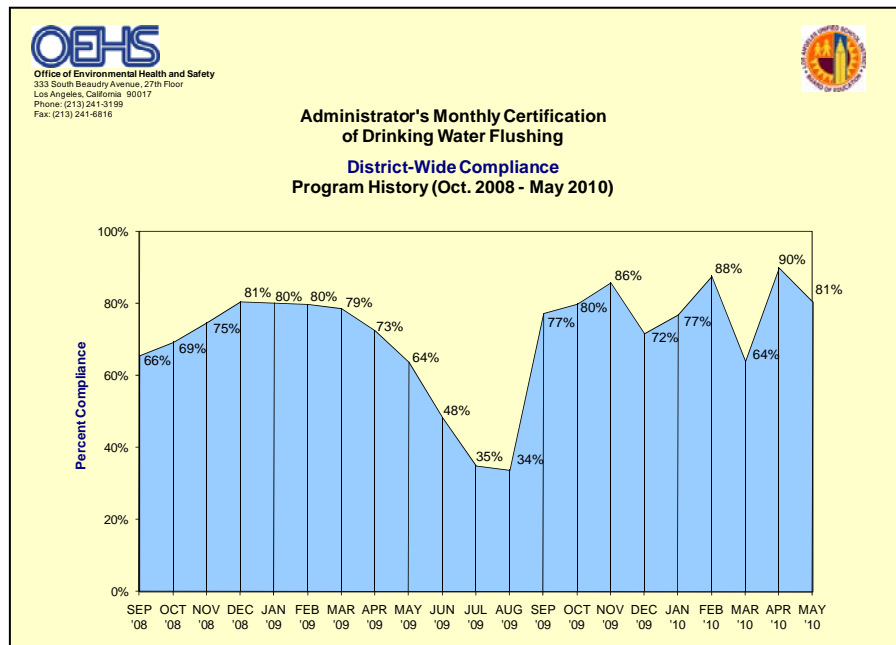
The following graph represents a measurement of injury frequency (# of injuries). The data is used annually to compare the performance of LAUSD to local public entities and comparable California based School Districts.



2. **Safety Management and Industrial Hygiene Program Measurement**

a) **Lead in Drinking Water Flushing Report**

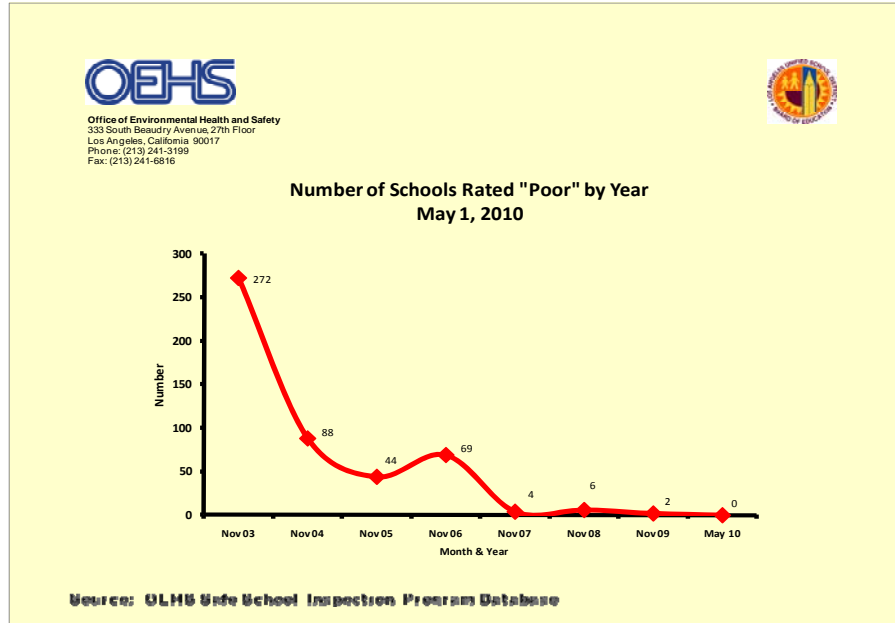
The following graph represents the percentage of school sites who meet the monthly flushing self certification requirements. Data is provided monthly to Local Districts to illustrate compliance with District daily flushing requirements.



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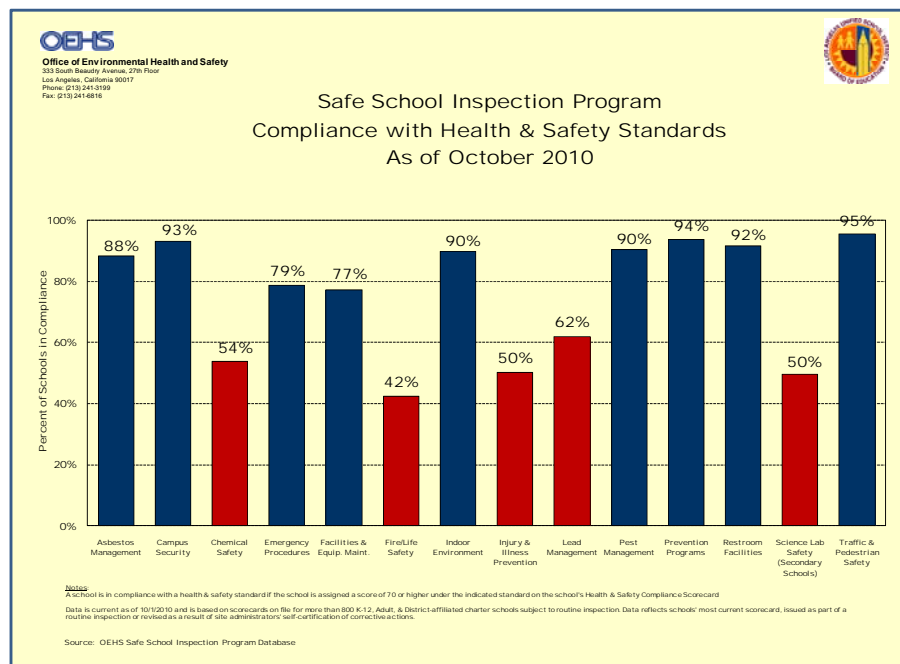
b) LAUSD Safe School Inspection Program Rating Report

The following graph represents a measurement of the quality of the Safe School Inspection Program. Various reports are submitted to Local Districts and sites communicating compliance scores related to the District's Safe School Inspection Program.



c) LAUSD Safe School Inspection Program Compliance Scorecard

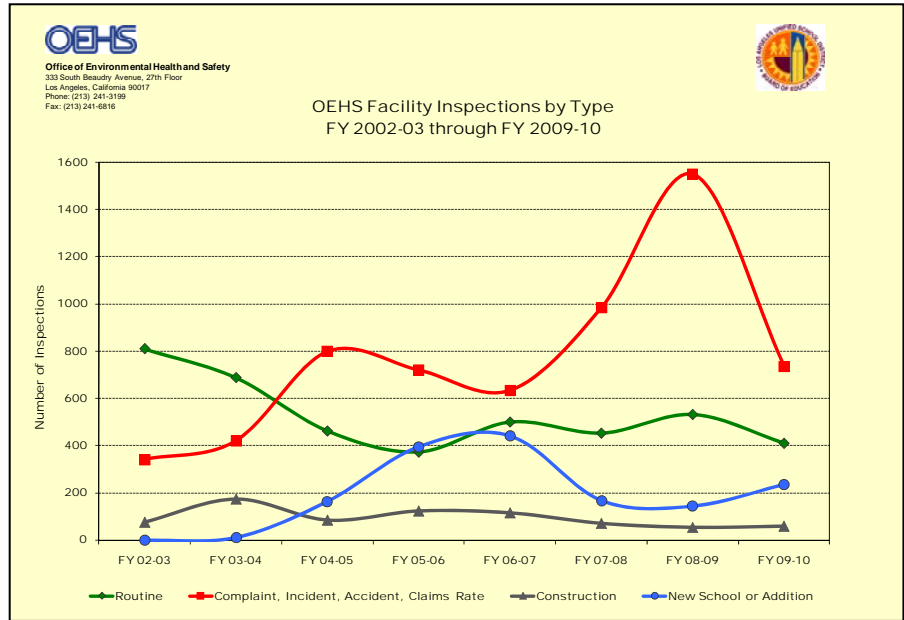
The following graph represents a measurement of compliance with specific sections of the Safe School Inspection Program. Reports are generated by site to determine which area required immediate attention.



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d) OEHS Inspection Tracking Report

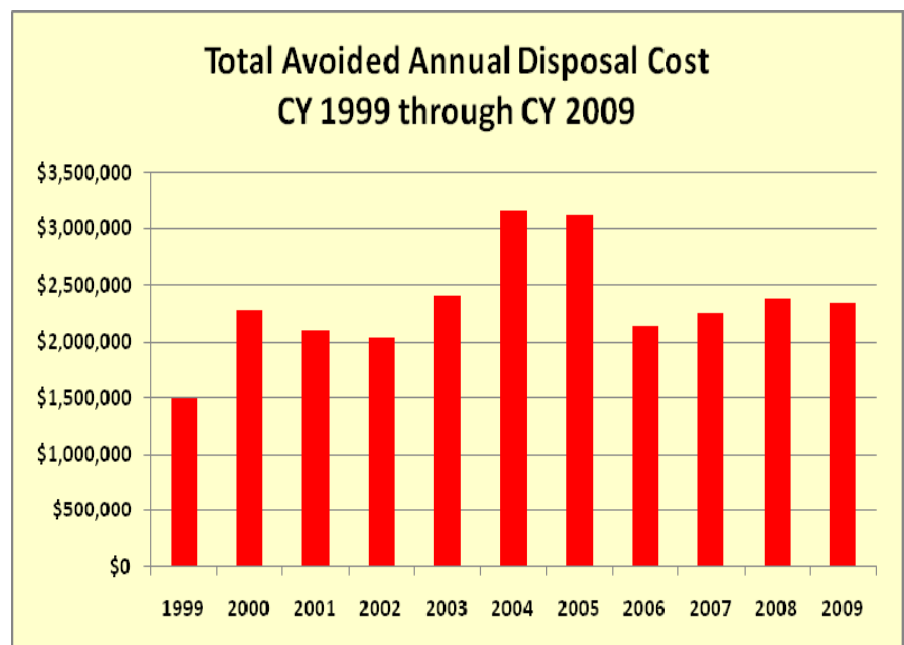
The following graph represents performance tracking of OEHS resources. OEHS staff work product is tracked daily to determine which type of field activity is conducted to adequately staff and provide site support.



3. Environmental Management Program Measurement

a) Total Avoided Annual Disposal Cost

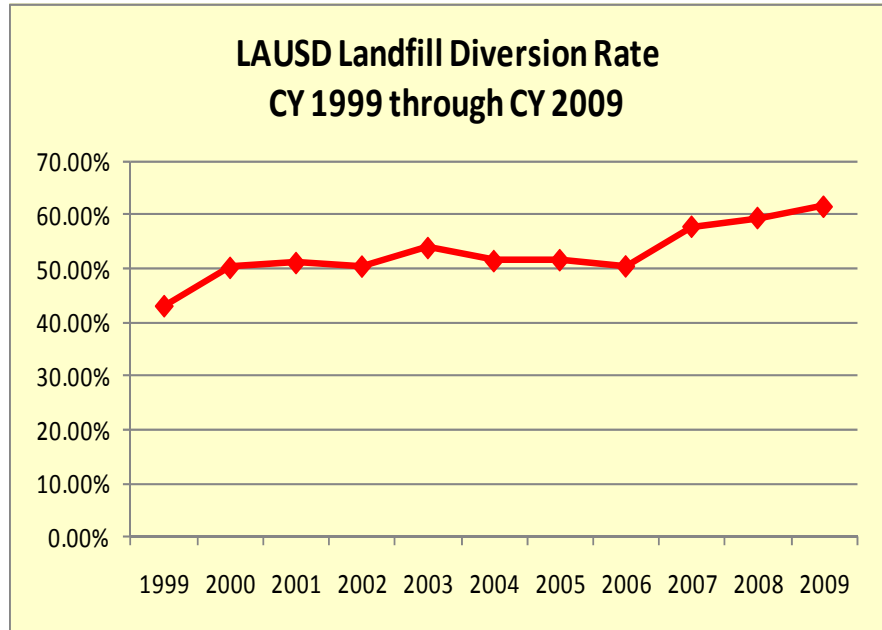
The following graph represents a measurement of environmental program management (solid waste landfill cost avoided). The amount of cost avoided by District recycling and avoidance efforts are tracked and reported monthly.



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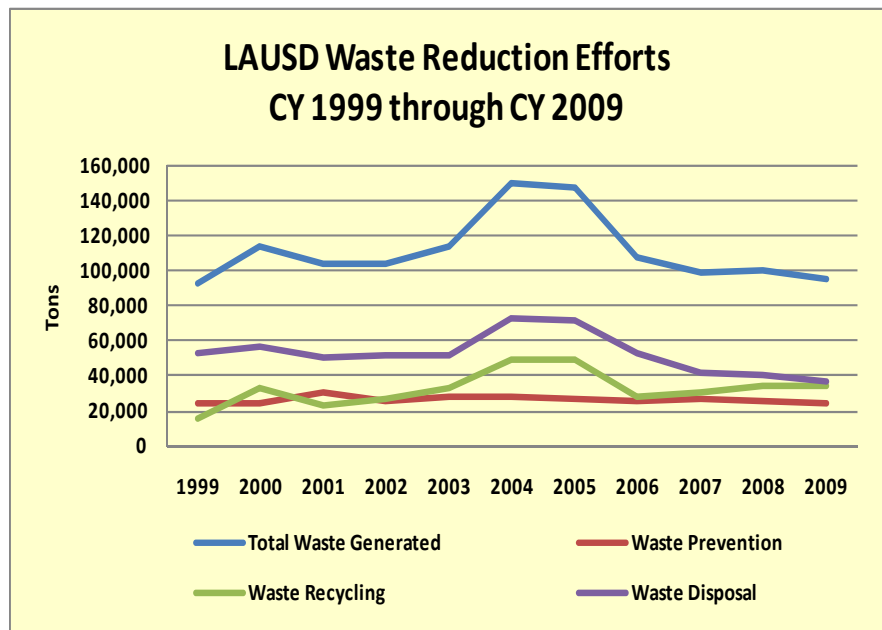
b) LAUSD Landfill Diversion Rate

The following graph represents a measurement of environmental program management (% of solid waste that did not go to a landfill). This measurement illustrates the amount of District waste that is recycled annually.



c) LAUSD Waste Reduction Efforts

The following graph represents a measurement of environmental program management (tons of waste by type). This measurement illustrates the impact of waste prevention and recycling efforts compared to the total amount of solid waste generated.



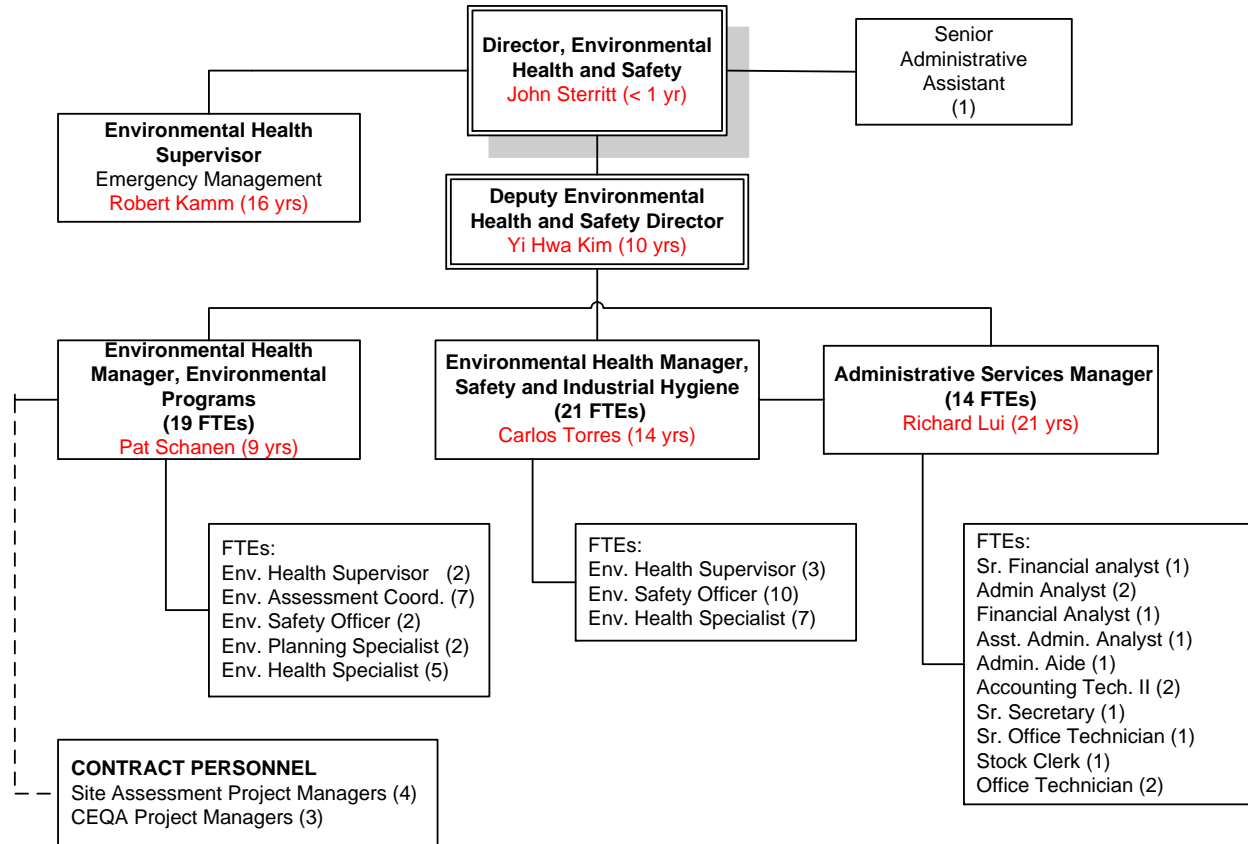
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ORGANIZATIONAL STRUCTURE

Office of Environmental Health and Safety

Organization Chart – FY 2010-11

Effective August 2, 2010



58 Total Staff

14 positions are Bond-Funded

19.5 positions are funded by the Workers' Compensation Fund

24.5 positions are funded by the General Fund



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Part 2 – Successes, Challenges, and Integration

OPERATIONAL SUCCESSES & CHALLENGES	
Key Division Successes Over the Past 12-18 Months	Elements That Lead to Their Success
<ul style="list-style-type: none"> Transition of duties for the CEQA/Site Assessment programs from program management consultants to District staff 	<ul style="list-style-type: none"> Collaboration and support from Facilities and the Personnel Commission
<ul style="list-style-type: none"> Implementation of new requirements for Storm Water activity 	<ul style="list-style-type: none"> Proper planning for timely implementation of new inspection criteria to meet regulatory deadlines
Less-Than-Successful Projects Over the Past 12-18 Months	Reasons Why
<ul style="list-style-type: none"> Online Injury/Accident Investigation Form implementation 	<ul style="list-style-type: none"> Miscommunication of OEHS expectations for using the new form
<ul style="list-style-type: none"> Sampling of Lead in the Drinking Water 	<ul style="list-style-type: none"> Lack of personnel resources led to Facilities conducting the initial round of testing
<ul style="list-style-type: none"> Transfer of the Drug and Alcohol Testing program 	<ul style="list-style-type: none"> Lack of communication with Transportation Branch led to OEHS retaining oversight of the program with no budget
Key Operational Challenges	Resolutions/Strategies to Overcome
<ul style="list-style-type: none"> Maintaining health and safety of students and staff with reduced staff and resources 	<ul style="list-style-type: none"> Find other means to fund programs
<ul style="list-style-type: none"> Adjusting to the influx of charters and schools of choice and determining how to provide better service to them 	<ul style="list-style-type: none"> Develop a safety program for Charter schools and procedures for reimbursement of services
<ul style="list-style-type: none"> Maintaining essential bond-funded position when the bond funding is exhausted 	<ul style="list-style-type: none"> Find alternative funding sources for those positions.

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INTEGRATION WITH OTHER DEPARTMENTS	
Specific Tasks & Activities That Require Integration	Departments Involved
<ul style="list-style-type: none"> • Accident Prevention/Loss Control 	<ul style="list-style-type: none"> • Division of Risk Management
<ul style="list-style-type: none"> • Incident Reporting and Emergency Preparedness 	<ul style="list-style-type: none"> • School Operations
<ul style="list-style-type: none"> • CEQA and Site Assessment for construction projects 	<ul style="list-style-type: none"> • Facilities
Effectiveness of Division-to-Division Communications	
<p>Staff Responsive Standards have been developed to ensure that adequate communication occurs when assisting schools and offices with health and safety issues. All possible communication vehicles are used when coordinating activities with other divisions in the identification, assessment and mitigation of conditions that may affect the health and safety of students and staff (e.g., Website, email, radio, cellular/landline phone, etc.). Additionally, regularly scheduled meetings occur with divisions with which regular business occur (i.e., Maintenance and Operations, New Construction, Risk Management, Food Services, etc.).</p>	
Integration/Communication Issues	Planned Resolution
<ul style="list-style-type: none"> • Targeted reporting of workers' compensation data 	<ul style="list-style-type: none"> • Reinstate monthly meetings
<ul style="list-style-type: none"> • Agree upon terminology used in incident reporting 	<ul style="list-style-type: none"> • Integrate operation

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Part 3 – Alignment to LAUSD Strategies

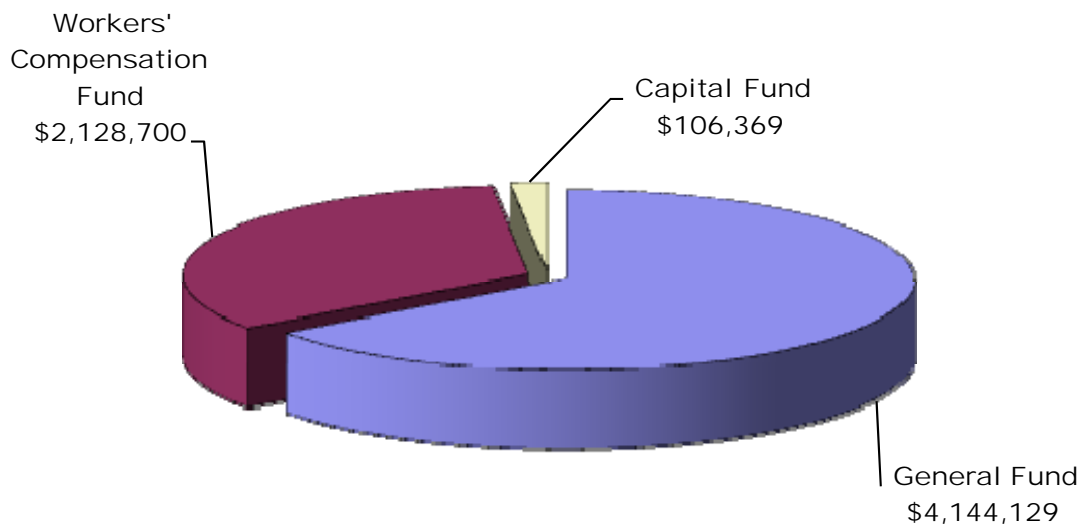
DISTRICT STRATEGY: BUDGETING FOR STUDENT ACHIEVEMENT

FY 10 General Fund (Restricted & Unrestricted) Expenditures		FY 10 All Other Funds Expenditures	
OBJECT CATEGORY		OBJECT CATEGORY	
Salaries	\$1,449,611	Salaries	\$1,405,074
Benefits	\$ 731,356	Benefits	\$ 649,919
Books & Supplies	\$ 334,194	Books & Supplies	\$ 50,142
Services & Operating Expenses	\$1,545,676	Services & Operating Expenses	\$ 21,868
Capital Outlay	\$ 7,022	Capital Outlay	\$ -216,602
Other	\$ 3,148	Other	\$ ---
TOTAL	\$4,071,007	TOTAL	\$1,910,401

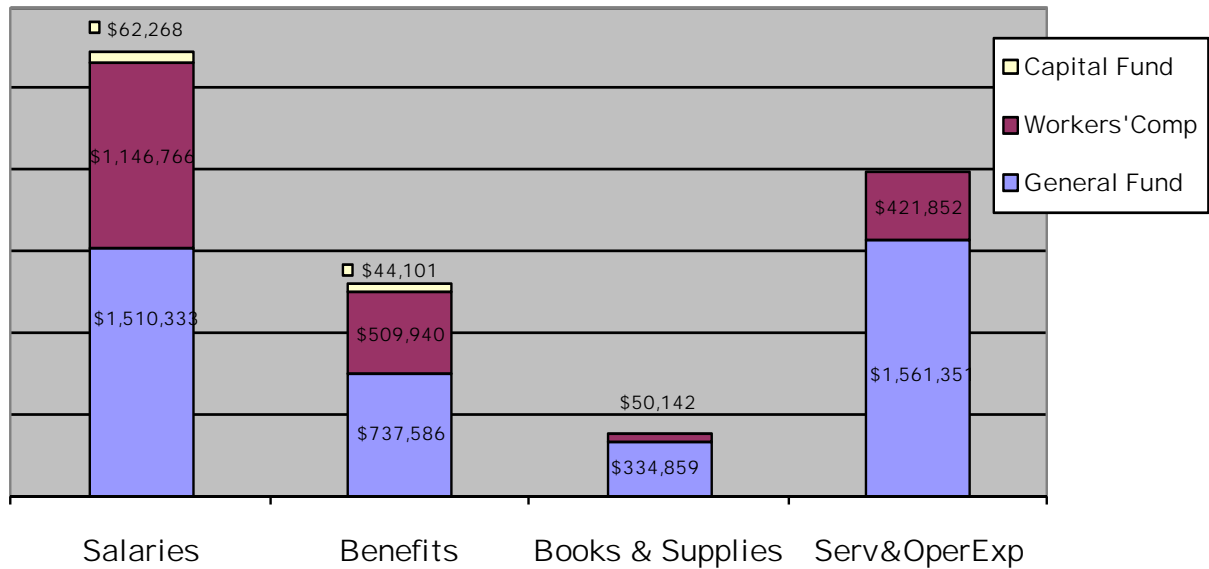
Other than salaries/benefits, what are some of the other significant expenditures from the Division’s budget (include \$ amount, whether one-time or ongoing, etc.)?

- Hazardous Materials Management \$736,231 Ongoing
- Medical Surveillance \$457,557 Ongoing

OEHS Expenses by Fund
FY 2009-2010



OEHS Category Expenses by Fund FY 2009-2010



DISTRICT STRATEGY: USING DATA TO DRIVE STANDARDS-BASED INSTRUCTION

Mechanisms used to capture and analyze data

OEHS captures data mainly through Adobe forms or .asp web forms on the OEHS Website or LAUSD.net. Data is also gathered from other offices and contractors such as Sedgwick (workers' compensation claims data), BTS Payroll, and Maintenance and Operations. Data is analyzed primarily in Microsoft Access, Microsoft Excel is often used when charts and graphs are needed to present data.

Key reports used to make strategic decisions

The following reports are provided to executive staff for strategic decision-making:

- Workers' Compensation quarterly reports (claims rate data)
- Semiannual Safe School Inspection Scorecard Report
- Lead in the Drinking Water Flushing Certification Exception Report

Data accuracy

OEHS has controls in place to ensure that data received is as accurate as possible. The only improvement in this area would be to integrate claims data received from Sedgwick into the online Injury/Accident Investigation form so that accidents could be more accurately tied to claims.

Data needs

Develop more web-based capturing of data. Convert Adobe forms such as the Hazardous Waste pickup request to a web-based form instead of an Adobe Form.

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DISTRICT STRATEGY: CREATING AND SUPPORTING QUALITY SCHOOLS

OEHS supports school sites with a multidisciplinary approach focusing on:

1. Safety and Industrial Hygiene: OEHS provides support related to occupational safety and health regulatory program compliance, loss control, accident management, workers' compensation cost reduction, industrial hygiene, liability loss control, ergonomic support, safety and industrial hygiene training, traffic/pedestrian safety, asbestos compliance oversight, chemical product evaluation, regulatory agency support and citation management, and equipment approval. In addition, OEHS staff works on District-wide design standards and policies, conducts comprehensive analyses of all major Facilities projects, and approves occupancy for new construction and significant site modifications.
 - Safe School Inspection Program: OEHS staff conducts Routine Safe School Inspections at all school sites. This comprehensive inspection evaluates the extent to which school conditions and operating practices are in compliance with regulatory standards and District policies. A Corrective Action Notice is provided to each school indicating actions necessary to achieve compliance. Schools are also given a *Health and Safety Compliance Scorecard* which includes a rating of "Good", "Fair", or "Poor" based on the findings of the inspection. The goal is to conduct these inspections annually; however, with reductions in force these inspections are occurring approximately once every 2.6 years.
 - New School or Building Addition Inspections: OEHS staff conducts periodic inspections during the construction of new schools and buildings to identify potential safety hazards using the *Essential Safety Checklist and Approval Form*. OEHS also coordinates with the principals, inspectors, contractors, and project management to ensure all concerns are appropriately addressed. OEHS approves occupancy only when these essential safety requirements have been met.
 - Other Inspections and Audits: In addition to routine inspections OEHS conducts inspections, as a result of complaints, incidents (emergency response), construction activity, storm water activity at construction sites, proposed leased and permitted sites, accidents and injuries, high workers' compensation claims rates, ergonomic issues, playground equipment installation, traffic safety requests, asbestos-related activities, citations and complaints by such regulatory agencies as the California Occupational Safety and Health Administration (Cal/OSHA), California Environmental Protection Agency (Cal/EPA), South Coast Air Quality Management District (SCAQMD), local fire authority and Los Angeles County Public Health Department.
 - Regulatory Compliance: OEHS reviews regulatory requirements and develops programs to ensure District compliance with applicable standards (e.g. Forklift Safety, Hazard Communication, Injury and Illness Prevention, Fall Protection, Respiratory Protection, etc.). OEHS provides assistance to schools in the implementation of these programs. OEHS estimates over 30 significant Cal/OSHA required programs that apply to District operations. OEHS manages Cal/OSHA site inspections, coordination of citation/hazard abatement with schools and Facilities Services Division, appeals, legal hearings, and reimbursement of monies paid as a result of citations.
 - Training: OEHS develops and conducts trainings for regulatory required/mandated programs (i.e., Cal/OSHA, Cal/EPA, etc.) and other safety-related topics. OEHS staff provides training materials to school sites for Injury Illness Prevention, Hazard Communication, Bloodborne Pathogens, Chemical Hygiene, and Emergency Preparedness in addition to topics as requested. OEHS also manages the District Chemical Safety Coordinator (CSC) program, where OEHS staff

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trains CSCs three times a year in chemical safety and ensure that chemical inventories are maintained at school sites.

- Industrial Hygiene: OEHS Industrial Hygiene staff monitors and oversees situations that involve outdoor air quality (as a result of air pollutants), indoor air quality (as a result of mold, fire, water damage, sewage spills, etc.), indoor environment (such as noise pollution), environmental hazards (such as monitoring of methane levels and clean up of mercury spills), and lead in drinking water. OEHS evaluates all chemical products prior to authorizing purchase or use at District sites. OEHS staff also works with Facilities to provide independent and impartial oversight of District asbestos and lead abatement activity. In addition, OEHS staff conducts comprehensive ergonomic assessments of work stations and new/modified equipment, and provides technical analyses and consultation to minimize workplace injuries.
 - Accident Management (employees, students, and visitors): OEHS staff manages the District's accident management program, including the development of accident investigation tools (on-line forms, investigation procedures, etc.), training of staff, completion of CALOSHA logs, dissemination of accident-related data, development of specific programs to reduce the frequency and severity of injuries (i.e. identification of locations with elevated claims rate) and site specific consultation activity. OEHS staff conducts accident investigations for serious or fatal injuries and audits investigations conducted by schools.
 - Loss Control: OEHS staff develops programs, procedures, and specific technical loss prevention solutions for sites. In the event of a complaint, regulatory citation, injury, lawsuit, or property loss, OEHS staff provides technical and consultative support to sites to abate and/or mitigate recognized hazards.
 - Consultation and Technical Support: OEHS staff provides a wide variety of technical and consultative support, including construction safety support, consultation at construction job start meetings, school traffic/pedestrian safety studies and support, equipment reviews, playground safety reviews, occupancy approvals, fire and life safety surveys, lease facility reviews, review/analysis of activity on District property (e.g. fairs, carnivals, skateboard parks, etc.) and support for corrective action notices (CANs) for liability issues or other hazards that may be present at District sites. OEHS also offers expertise and a full range of services to charter schools.
2. Environmental Programs: OEHS provides support related to California Environmental Quality Act (CEQA) compliance, new construction site assessment and remediation, the development and maintenance of site environmental surveillance systems (i.e. methane systems), hazardous/universal waste management, solid waste management, recycling programs, District environmental design standards, storm water compliance, environmental auditing and program compliance, permitting, coordination between environmental regulatory agencies, environmental training programs, and the development and implementation of District-wide environmental compliance and sustainability programs.
- Site Assessment and CEQA: OEHS staff oversees and coordinates District-wide activities related to environmental site assessment and remediation. OEHS staff works with contractors, Facilities, and District staff to coordinate the required provisions of CEQA for new school sites and existing school site modifications, which involves the development of appropriate CEQA documents up to and including Environmental Impact Reports. In addition, OEHS staff works with the Department of Toxic Substances Control (DTSC), to complete Phase I Environmental Site Assessments, to develop the Preliminary Environmental Assessments, and to develop and manage required site remedial action plans. In addition to new school sites, OEHS staff reviews

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and supports existing Facilities projects and monitors the ongoing land use surrounding more than 1,000 schools and other sites operated by the District.

- Inspection and Auditing: OEHS staff conducts periodic environmental audits of school sites, Maintenance and Operations locations, fleet maintenance and servicing locations and other District sites (e.g. Food Services locations, etc.). OEHS staff conducts environmental audits of new construction sites, focusing on storm water pollution and hazardous waste storage activities.
 - Regulatory Compliance: OEHS reviews regulatory requirements and develops programs to ensure District compliance with applicable environmental standards and site permit requirements. In addition, OEHS coordinates site business plan development activities and the submission of consolidated contingency plans to the fire department. OEHS manages environmental site inspections, citation/hazard abatements, citation challenges, and legislative activity relating to District environmental compliance.
 - Training: OEHS develops and conducts training for required/mandated environmental programs. In addition, OEHS staff provides training materials to school sites for solid waste and hazardous waste management, recycling programs, and storm water pollution prevention, etc.
 - Hazardous Waste Management: OEHS manages the District's Hazardous Waste Program, which involves waste stream analysis and classification, packaging waste, manifesting waste, transportation, storage, disposal, reporting, budgeting, and recordkeeping activity. OEHS manages the District's hazardous waste warehouse, waste yards, hazardous waste contractors, and conducts training and audits of District programs and procedures related to the management, storage, and disposal of hazardous waste.
 - Solid Waste and Recycling of Non-Hazardous Waste: OEHS staff works closely with Facilities, Procurement, and sites to manage the District's solid waste. OEHS staff develops procedures, programs, and training to facilitate the management of non-hazardous solid waste and to meet District reduction and recycling goals.
 - District High Hazards Program: OEHS manages a current inventory of potentially adverse impacts to school sites by their hazardous operations surrounding the school sites. OEHS works with representatives from sites, local municipalities, County, State, regulatory agencies, and neighboring facilities to abate/mitigate potential hazards to school sites.
3. Emergency Management: OEHS manages the District's Emergency Operations Centers (EOCs), responds to District emergency response situations (e.g. hazardous materials, fires, chemical spills, sewer overflows, vandalism, etc.), provides emergency response training, coordinates the District emergency response equipment inventory, responds to catastrophic emergencies, liaises with local, State and Federal emergency management agencies, communicates with District executive management during large-scale emergencies, and conducts post event analyses of District response activities.
- Management of District EOCs: OEHS staff manages three District EOCs, which includes keeping technology current/functional, developing and maintaining communication systems, and providing liaison support with City, County, State, and Federal agencies. District EOCs are maintained in a "constant-ready" mode for potential 24-7 operation. OEHS staff facilitates the distribution of emergency equipment (radios, hazmat equipment, mobile EOC, and critical District information) in a "constant-ready" state.
 - 24-7 response to OEHS-Related Emergencies: OEHS staff maintains response equipment, contractors, and District resources for events that have a potentially adverse environmental or safety impact to District sites and/or surrounding communities. In addition, OEHS provides 24-7 response to sites for incidents, events, complaints, and regulatory compliance concerns.

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- Maintain Compliance with Emergency Management Requirements: OEHS staff works with School Operations and School Police to assure that required District emergency response/management processes are in place and functional.

Cite specific examples of programs and/or activities your Division has been engaged in over the past 12-18 months that directly (or indirectly) serve schools (be specific)

- OEHS has recently been engaged in testing of Lead in drinking water, response to the impact of the wildfires on surrounding school campuses, use of District facilities by the community (ensuring safety and mitigating liability), environmental assessment of new school sites (CEQA and Site Assessment for the new school construction program), implementation of a health inspection program for school cafeterias, inspection of leased facilities, implementation of an inspection program for charter schools, implementation of new requirements for storm water activity at construction sites, and development of a program in response to the EPA's recent findings regarding the dangers of PCBs in caulk materials. In addition, OEHS staff has conducted site audits and assessments; responded to emergency events; conducted training; reviewed new equipment, processes, and chemicals introduced to sites; conducted traffic safety surveys; investigated serious incidents/accidents; provided consultative support; updated site-specific safety policies/procedures (including Injury and Illness Prevention plans), and cleared school sites for occupancy after such adverse environmental events as sewage spills, fires, chemical spills, vandalism.
- In FY 2009-10, OEHS staff has specifically supported school sites, as reflected by related to the following performance data:
 - a. Conducted 433 routine health and safety compliance inspections at District schools,
 - b. Providing 24-hour response to health and safety-related incidents and complaints in order to prevent injuries, reduce cost, and avoid citations from regulatory agencies; OEHS responded to 321 health and safety complaints, 176 emergencies, 165 traffic and pedestrian complaints and conducted 322 industrial hygiene surveys to address issues such as indoor air quality and ergonomics;
 - c. Providing safety training to District employees to prevent injuries and to comply with regulatory requirements; OEHS conducted 689 safety and health compliance training sessions;
 - d. Conducting inspections at new schools and building additions to ensure that they are safe prior to occupancy by students and staff; OEHS conducted 236 new school and building addition compliance inspections;
 - e. Managing the District hazardous waste program, which included over 980 hazardous waste pick-ups and 4,727 records of hazards wastes to be removed;
 - f. Conducted environmental compliance inspections at 178 District facilities;
 - g. Conducted 58 environmental compliance training sessions for Maintenance and Operations personnel, garages, plant managers, and Chemical Safety Coordinators;
 - h. Prepared and submitted environmental compliance reports to local, State and Federal regulatory agencies; OEHS produced 226 of these reports;
 - i. Provided environmental oversight and regulatory clearance on approximately 30 new school projects to ensure that proposed school sites are safe as locations for schools; and,
 - j. Provided environmental oversight and regulatory support on 100 existing and Charter School projects.

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Discuss any planned Division projects that focus on providing services in support of quality schools

- Implement an OEHS inspection program for charter school sites
- Work with the Food Services Division and the County Department of Public Health to implement an environmental health inspection program for school cafeterias
- Implement a program to increase the frequency of the District Safe School Inspection Program from one assessment every 2.6 years to one assessment every 2 years within 12 months
- Implement additional programs for Lead in Drinking Water Program Compliance
- Develop and release an updated District-wide CEQA review procedure
- Complete a comprehensive third-party review of District (OEHS) regulatory compliance activity
- Work with School Operations to facilitate the release of an online industrial injury investigation and notification software application
- Work with Facilities to implement an updated District-wide solid waste reduction (cost savings) initiative
- Implement procedures to assure District-wide compliance with new Storm Water Pollution Prevention regulations
- Work with the Division of Risk Management to develop and implement a corrective action plan program to address tort liability exposures within the District
- Provide project management oversight of the District's new Emergency Operations Center (construction to begin in FY 2010-11)
- Develop and implement a District-wide valet program (student drop-off) for elementary schools.

Discuss how you know whether our schools (or other customers) value your services (example—customer survey results)

- Schools contact OEHS for assistance, information, or complaints and OEHS responds to the requests and/or complaints.

Does your Division differentiate support for schools rather than offices? If so, how? What's important to provide for whom?

- OEHS does not conduct routine inspections of offices; however OEHS responds to all complaints and incidents at offices and addresses them just as complaints and incidents at schools.
- OEHS is responsible for the safety of all LAUSD employees, students, contractors, and visitors in any workplace whether they are at a District property (e.g. school, office, garage, and maintenance area), operating a District vehicle, or responding to a District emergency.

DISTRICT STRATEGY: SUPPORTING ALL EMPLOYEES

We are all advocates for our students' success. We will use data to personalize the supports our employees need in order to ensure our students are college-prepared and career-ready.

Describe your employee evaluation process

- Frequency: Annually
- Evaluation Criteria: District Performance Evaluation for Permanent Classified Employees and workload numbers

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- Internal Reviews: Written by direct supervisor with input from those giving work direction, reviewed by next-level supervisor before presenting to employee
- Feedback: Meet with employees to provide an evaluation of what they've done well and what areas of their work performance needs improvement

Describe your Division's employee development process

- OEHS provides cross-training to all employees to ensure that they are promotable if desired. Employees are trained in accordance with the regulatory requirements to perform the duties.

Describe the training programs that you provide for your employees to help build skills

- Within the Division: Hazardous Waste Operations and Emergency Response
- District: Exceptional Supervisor (Organization Excellence), BTS training
- External: Lead inspector, Asbestos 2 and 16-hour trainings, emergency management training offered through the California Emergency Management Agency, Microsoft Access

Describe your hiring plan

- OEHS is currently hiring 4 Environmental Assessment Coordinators and 2 Environmental Planning Specialists to assume the ongoing work for the Site Assessment and CEQA programs previously managed by an environmental consulting firm. Because of reductions in force, OEHS has had to reduce the frequency of Safe School Inspections from annually to once every 2.6 years. The five-year plan includes the hiring of more Environmental Safety Officers so that OEHS can meet the program goal of inspecting every school once a year.

Describe your succession plan

- The Deputy Director acts on the Director's behalf in the director's absence and in the exercise of delegated authority. Managers act on the Deputy Director's behalf in the Deputy Director's absence.
- Office Managers and Supervisors are cross-trained within specific disciplines (e.g. Safety and Industrial Hygiene, Environmental Programs, etc.) in order to be competitive for promotional opportunities.

Describe how your Division supports District employees

- OEHS provides ergonomic evaluations of individual work stations.
- OEHS responds to employee complaints and investigates anonymous tips.
- OEHS provides employee training to such groups as Plant Managers, Maintenance and Operations trades, and certificated staff. These training topics typically focus on employee protection and safe work practices, including respiratory protection, safe lifting techniques, fire extinguishers, environmental compliance, ladder safety, lock-out/tag-out, etc. OEHS also presents information on current safety-related topics such as West Nile virus or H1N1 outbreaks. One-on-one training is provided to employees after hearing shifts or potential exposures to occupational hazards. OEHS also meets with school principals and administration to instruct and assist with the implementation of safety programs.
- OEHS conducts Industrial Hygiene monitoring for known or suspected contaminants in the workplace such as asbestos, mold, and lead. Individual exposure is evaluated and communicated to each employee.
- OEHS coordinates the District's medical surveillance program.
- OEHS provides consultative services to all employees and parents seeking information on environmental health and safety pertaining to schools.

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Part 4 – Strategic Vision & Action

Describe activities implemented within the past year to increase efficiency and effectiveness (includes ROI data or cost benefit analysis for each)

Electronically mailing all correspondence vs. sending via school mail		
Factor	Savings	Additional Cost
Fuel	unknown	-
Labor	\$78,880 From not having to copy, file, produce labels and stuff envelopes.	\$26,293.50 Still need to e-mail, and electronically file documents, but it's a fraction of the time.
Supplies	\$356.40 Savings in paper and toner.	\$0 None.
Total	\$79,236.40	\$26,293.50
ROI	201%	

Describe activities planned over the next 12-18 months to increase efficiency and effectiveness (include ROI data or cost-benefit analysis for each)

Phase out accepting paper copies of Injury/Accident Investigations		
Factor	Savings	Additional Cost
Fuel	unknown	-
Labor	\$9,451.20 Eliminate data entry and filing.	\$0 Work with ITD to incorporate Sedgwick claims data into online form.
Supplies	\$0	\$0
Total	\$9,451.20	\$0
ROI	95%	

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Attachment A: Workload Units for FY 2009-10

The following table represents specific workload indicators that are tracked by OEHS Business Services.

<i>OEHS Workload Category</i>	<i>TOTALS</i>
Chemical Product Determinations ¹	109
Environmental Reports ²	226
Hazardous Material Pick-up ³	980
Hazardous Waste Manifest Review ⁴	4,727
Industrial Hygiene Survey ⁵	322
Inspection - Asbestos Compliance ⁶	522
Inspection - Complaint ⁷	321
Inspection - Construction Safety ⁸	58
Inspection - Emergency Response ⁹	176
Inspection - Emergency Preparedness ¹⁰	6
Inspection - Environmental ¹¹	178
Inspection - New Schools / Additions ¹²	236
Inspection - Routine Health & Safety ¹³	433
Inspection - Traffic Safety ¹⁴	165
Playground Safety Evaluation ¹⁵	23
Safe School Plan - Emergency Procedures ¹⁶	37
Site Assessment - Ongoing CEQA Projects ¹⁷	106
Site Assessment - CEQA EIRs & MNDs ¹⁸	7
Site Assessment - PERs / FERs ¹⁹	700
Site Assessment - Air Toxics / Risk Assessments ²⁰	4
Site Assessment - DTSC Determinations ²¹	38
Site Assessment - RAW / RAP Approval ²²	38
Training - Environmental Compliance ²³	58
Training - Safety and IH ²⁴	689
Training - Emergency Preparedness ²⁵	12
Medical Surveillance Program ²⁶	3,478
Regulatory Agency Citations ²⁷	43

Footnotes:

¹ Review and determination of chemical products proposed for District use

² Prepare and submit environmental compliance reports to regulatory agencies, e.g. biennial reports, business plans, SWPPP

³ Pick-up and disposal of hazardous materials from District facilities by staff/contractors

⁴ Centralized manifest review, data entry, and approval

⁵ Employee exposure monitoring and surveys to identify, evaluate, and control environmental factors

⁶ Inspection of District and contractor asbestos removal work

⁷ Inspection of site or facility in response to complaint

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- ⁸ Inspection of construction job site in response to complaints
- ⁹ Inspection of site following emergency incident
- ¹⁰ Inspection of site to review emergency response plans and supplies (Will be reported by School Operations as of 10/22/09)
- ¹¹ Inspection of site or facility to review compliance with environmental requirements
- ¹² Inspection of new schools and existing school additions to assess compliance prior to occupancy
- ¹³ Routine inspection of site or facility to review compliance with health and safety requirements
- ¹⁴ Traffic safety surveys resulting from accidents, complaints, or requests
- ¹⁵ Evaluation and approval of playground equipment at primary centers and K-5
- ¹⁶ Issuance of Safe School Plan - Emergency Procedures (Will be reported by School Operations as of 10/22/09)
- ¹⁷ Average ongoing District CEQA projects
- ¹⁸ Board certification of final CEQA documents
- ¹⁹ Preparation and distribution of Preliminary and Final Environmental Reviews (FER)
- ²⁰ Completion of risk assessment / evaluation
- ²¹ DTSC issuance of FA and NFA determinations
- ²² Issuance of final RAW / RAP
- ²³ Training session provided by OEHS staff to other District employees on environmental compliance, recycling, and CSCs
- ²⁴ Training session provided by OEHS staff to other District employees on safety, IH, and workers' compensation
- ²⁵ Number of personnel trained on emergency preparedness (Will be reported by School Operations as of 10/22/09)
- ²⁶ Number of employees tested to meet medical monitoring requirements
- ²⁷ Number of citations issued by outside regulatory agencies

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Attachment B: OEHS Key Objectives for FY 2010-11

<i>OEHS Objective (by unit, by priority)</i>	<i>Performance Measure</i>	<i>Target 10-11</i>	<i>Jul 10</i>
OEHS Objective 16 - By January 1, 2011, train management and supervisory staff in Professional Services Contracting policies and procedures.	Percentage of training completed.	100%	0%
OEHS Objective 12 - By April 1, 2011, update the OEHS Employee Handbook, conduct training sessions for all staff on the Handbook, and require them to sign that they understand the policies covered by the Handbook.	Percentage of training completed.	100%	0%
OEHS Objective 18 - By August 30, 2010, establish an internal auditing procedure for all OEHS contracts.	Percentage of audit procedures developed.	100%	0%
OEHS Objective 1 - By October 30, 2010, develop an OEHS Department Emergency Operations Plan.	Percentage of plan completed.	100%	25%
OEHS Objective 2 - By September 30, 2010, set up an OEHS 24/7 emergency notifications system.	Percentage of system developed.	100%	75%
OEHS Objective 3 - By January 30, 2011, develop plan to provide in-house environmental health and safety services for E-rate projects.	Percentage of plan developed.	100%	0%
OEHS Objective 8 - By April 30, 2011, develop specifications for relocation of Emergency Operations Center.	Percentage of plan developed.	100%	10%
OEHS Objective 9 - By June 30, 2011, survey 60 schools on recycling program to evaluate the joint recycling program with the City of Los Angeles.	Number of schools surveyed.	60	5
OEHS Objective 10 - By June 30, 2011, conduct chemical inventory at 50 elementary schools to assess if the elementary schools need business plans.	Number of schools inventoried.	50	8
OEHS Objective 11 - By August 1, 2010, develop draft CEQA policy and procedures. Final policy to be issued by September 1, 2010.	Percentage of policy developed.	100%	50%

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<p>OEHS Objective 12 - By January 1, 2011, establish a core District staff (one to two additional people) to manage baseline workload. Support Talent Acquisition and Selection staff in development test to rank Environmental Assessment Coordinator candidates.</p>	<p>Percent of hiring process completed.</p>	<p>100%</p>	<p>0%</p>
<p>OEHS Objective 13 - By June 30, 2011, work toward including new line item in MSA RFP to provide project manager services on an as-needed basis (Completion date: 3rd Quarter 2011).</p>	<p>Percentage of MSA RFP completed.</p>	<p>50%</p>	<p>0</p>
<p>OEHS Objective 14 - By June 30, 2011, work toward replacing CM-based project managers with MSA-based staff upon award of new MSA contracts (July 2012).</p>	<p>Percentage of MSA re-bid process completed.</p>	<p>30%</p>	<p>0</p>
<p>OEHS Objective 15 - By June 30, 2011, inspect all construction sites to ensure compliance with the new construction activity storm water general permit.</p>	<p>Number of construction sites inspected.</p>	<p>40</p>	<p>4</p>
<p>OEHS Objective 4 - By June 30, 2011, develop an audit tool to assess the quality and consistency of routine Safe School Inspections.</p>	<p>Percentage of audit tool developed.</p>	<p>100%</p>	<p>5%</p>
<p>OEHS Objective 5 - By June 30, 2011, develop an action plan to exempt schools from daily flushing of drinking water sources.</p>	<p>Percentage of plan developed</p>	<p>100%</p>	<p>5%</p>
<p>OEHS Objective 6 - By June 30, 2011, develop quarterly safety tips for administrators, parents, and students to increase awareness pertaining to traffic and pedestrian safety.</p>	<p>Number of quarterly tips provided.</p>	<p>4</p>	<p>0</p>
<p>OEHS Objective 7 - By June 30, 2011, finalize a work plan for addressing PCB hazards in caulking in school buildings and an inspection program in collaboration with Maintenance and Operations department.</p>	<p>Percentage of plan finalized.</p>	<p>100%</p>	<p>25%</p>