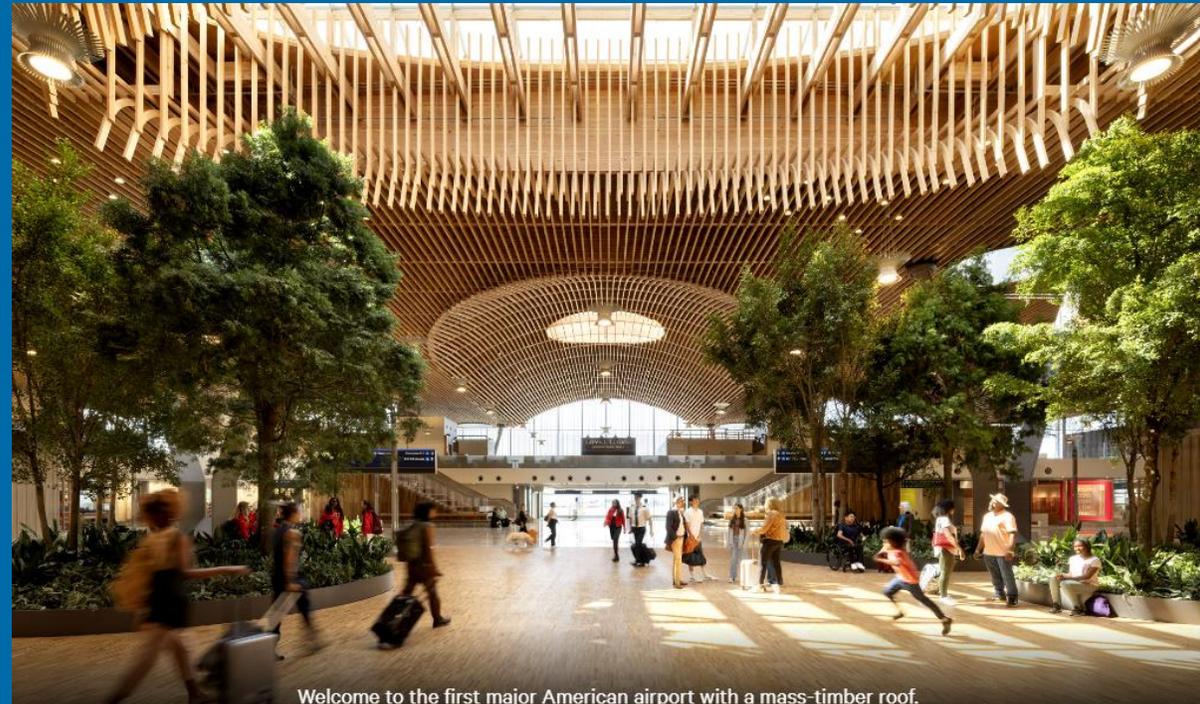




Safety Culture @ PDX-TCORE Project

Steve Danielson, Director Safety Health and Loss Control

Dave Stanton, Construction Safety Manager



Welcome to the first major American airport with a mass-timber roof.



This has been a 10 Year Journey

2



Concourse E Extension
 \$215M
 \$30M MWESB
 Completed Summer 2020

3



Parking Additions & Consolidated Rental Cars
 \$282M
 \$34.5M MWESB
 Completed Fall 2021

5



New Main Terminal
 \$2B
 \$190M MWESB
 Opened Aug 2024 / Complete 2026

4

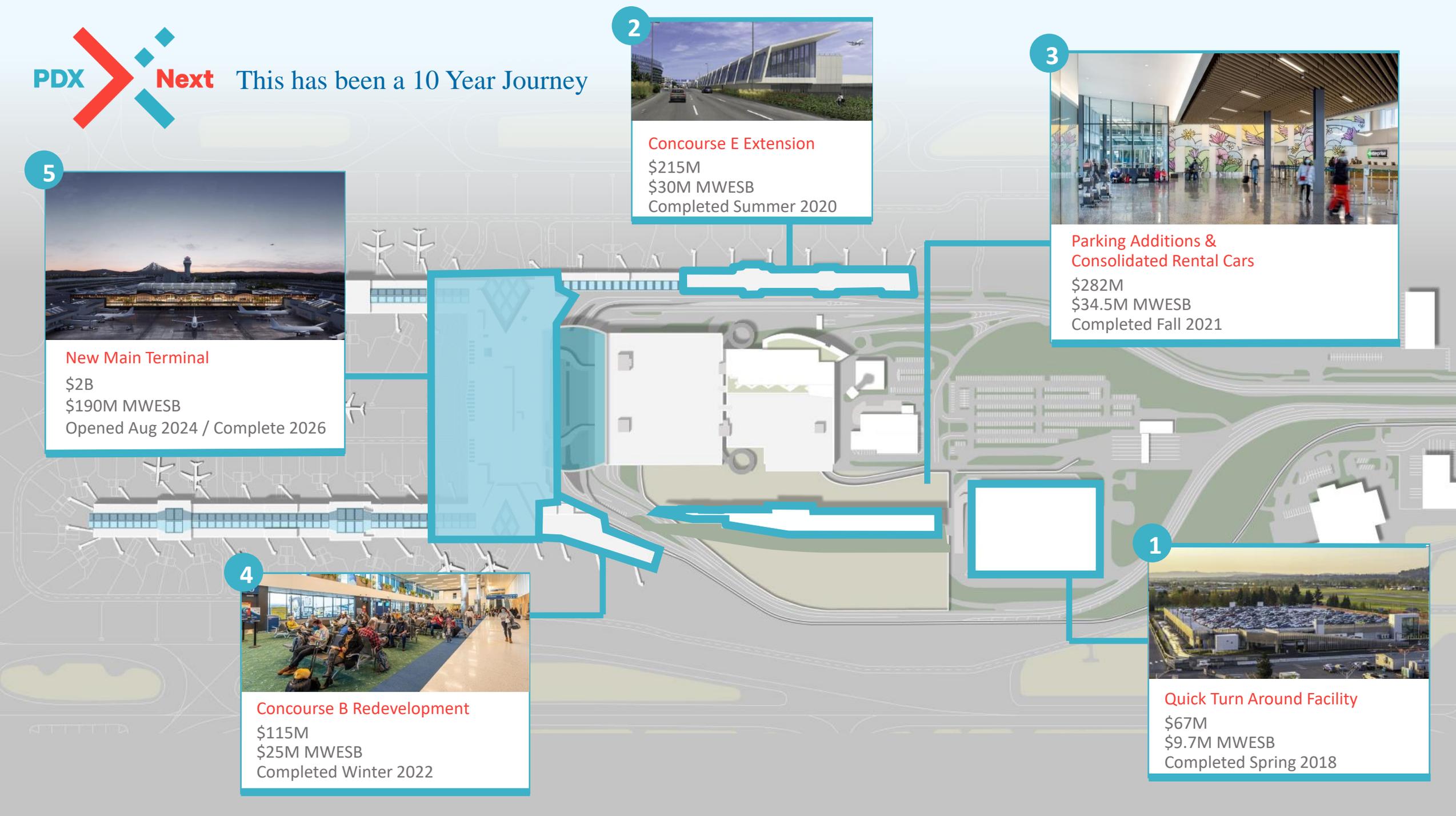


Concourse B Redevelopment
 \$115M
 \$25M MWESB
 Completed Winter 2022

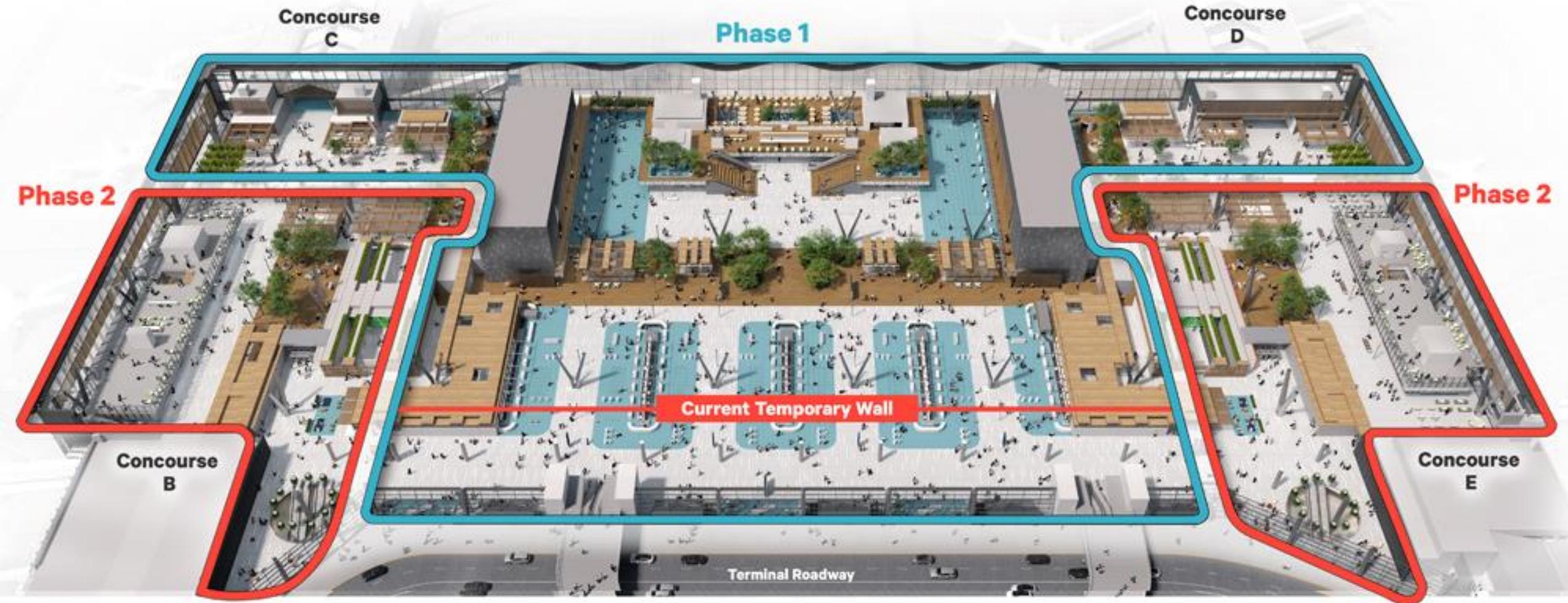
1



Quick Turn Around Facility
 \$67M
 \$9.7M MWESB
 Completed Spring 2018



TCORE Overview



Owner Controlled Insurance Program (OCIP) Architecture – PTD

- **Prior to start of construction, Port collaborated with Hoffman Skanska Joint Venture (HSJV) in development of OCIP manual**
- **Additional safety focus areas incorporated. Examples include:**
 - **Narrow frame scaffolds require guardrails**
 - **Personal Fall Arrest, equip with trauma suspension straps**
 - **Welders, using arc flash rated lanyards and harnesses**
 - **Ladders Last**
- **Question once asked “Does this project have a lot of incidents?” Our Answer – Yes. It is important to Report everything. *“Not knowing does not make us smarter...or safer”***
- **Project utilized initial medical services from On-site. Initial triage of worker injuries is critical and reduces the severity and long-term effects**

Safety staffing model

- **Port Construction Safety Manager, focus on Design and Construction**
- **Two Full-time Owner Safety Representatives**
- **HSJV 5 – 7 full time safety pros**
- **Each sub with >30 employees has onsite Safety**
- **Any contractor performing High Risk Activities also requires onsite Safety**

- **Port OCIP Safety Consultant performs regular audits of contractors to ensure compliance with OCIP program**

HSJV – Subs Accountable Manager Support

- **HSJV Superintendents - purposeful focus on “boots on the ground”.**
 - **Responsible for review of Pre-task plans and High-Risk Activities**
 - **Formal hand-off if superintendent will be absent from the project**

- **Note: Many Port Engineers and Construction Inspectors also present on the worksite after attending the Safety Orientation. They get it and make the calls when necessary.**

Contractor evaluations

- **High focus on Minority, Women Owned, Emerging Small Business (MWESB).**
 - **Mentoring is a key component:**
 - **Once “foot in door” Prime contractor, Trade Partners and Port safety team engage in mentoring**
 - **If firm has an EMR of 1 or greater, Port engages our safety consultant to assess situation and work with them on establishing a path forward**

830 Notices of award.



OCIP Enrollment Screening if EMR >1

- 1. How the contractor EMR became so high and what formal actions are in place to reduce their safety incidents.**
- 2. Contractor must provide copies of their previous 3 years of OSHA logs, with detailed explanations/corrective actions.**
- 3. How incidents are being addressed, and what preventative measures are in place to prevent future occurrences.**
- 4. How will the contractor directly manage/supervise their workers on the project?**
- 5. Other documentation outlining how the contractor is going to improve their safety culture.**

Enrollment is screened by both Port safety and our OCIP Safety Consultant

Establishing Expectations



Microsoft Teams

Meeting with Granato, Vince

2021-08-17 19:48 UTC

Recorded by

Granato, Vince

Organized by

Granato, Vince

Safety Battle Rhythm

Daily

- **Pre-Task Plans**
- **High Risk Assessments – Signed of by HSJV Safety.**
- **Site presence of Owner Safety Reps, Construction Safety Manager, multiple visits**

Weekly Safety Events

- **Owner/Client Safety Director's site walk**
- **Construction Operational Impact Drawing (OID) Safety Briefings to Airlines and other Tenant organizations**
- **Fire Department and Sub-contractor safety representative walks**

Bi-Weekly Owner Architect Contractor (OAC) meetings

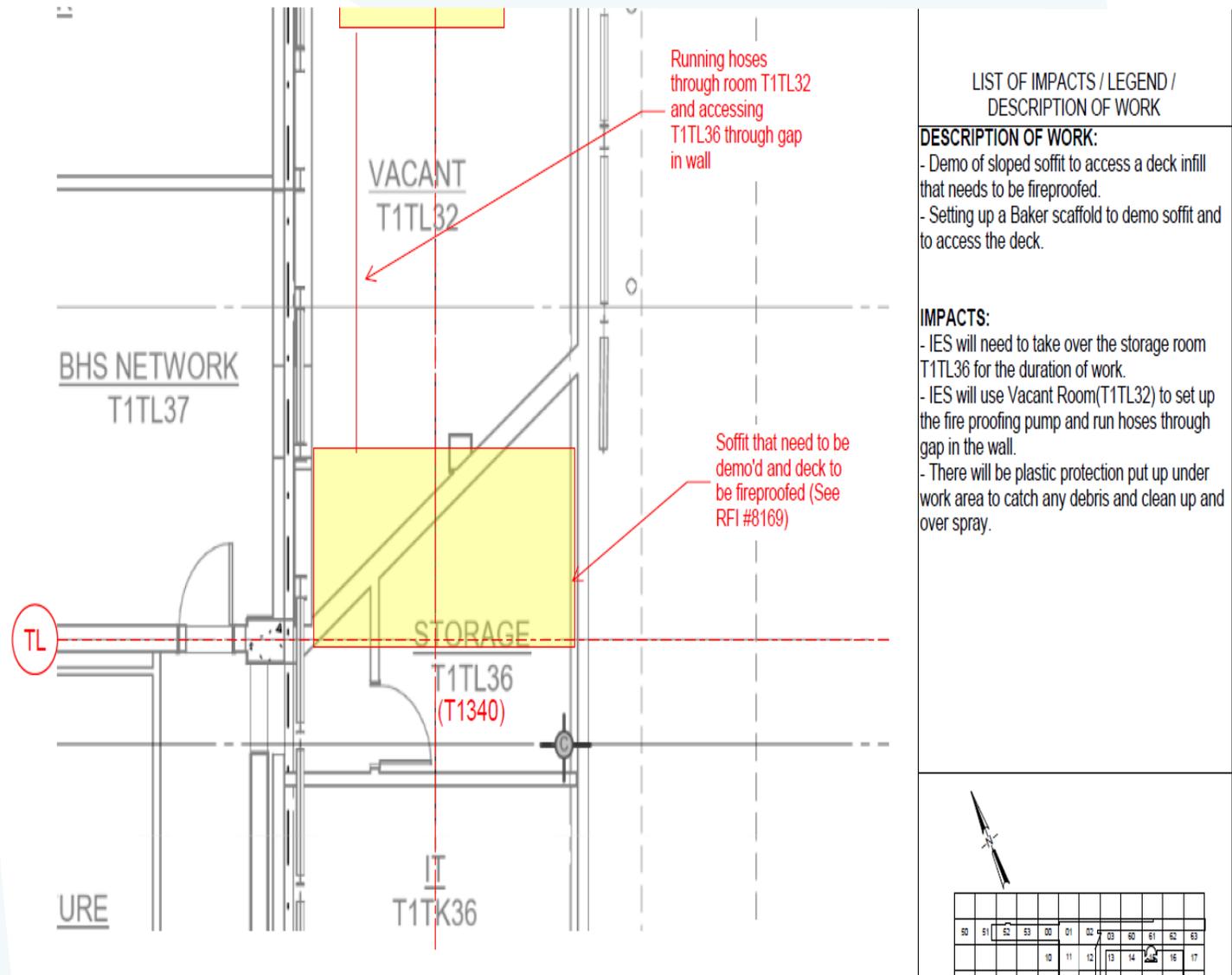
Monthly

- **Project Safety Leadership Team (PSLT)**
- **OCIP Team site walk, including Broker and SAIF**



Engagement with Airport Operators

- **Weekly Construction Impacts are shared with airport operators using Operation Impact Drawings (OIDs).**
- **OIDs often include potential impacts from noise, dust, odors or other nuisances.**
- **107,000 pairs of Moldex Sparkplug ear plugs provided to public during Phase 1 demolition.**
 - *“Saved my marriage”*



Employee Engagement

- **6,200 individuals attended orientation, with over 250 sessions conducted**
- **Develop trust with employees**
- **Set the example**
- **Go beyond the day to day. Establish a culture where safety is:**
 - **Relevant**
 - **Easy**
 - **Fun**



Establish what is Relevant

- Identify trending data from Leading and Lagging indicators
- Push the “Why” for employees
 - Personal safety
 - Being part of something bigger



Image text

Making it Relevant

- **Identify High Hazard activities**
- **Conduct real-world training in the field**





Making it Fun

- **Create competition in training events**
- **Think outside the box**
- **Make it challenging**

Keeping it fun and showing we care



HOFFMAN CONSTRUCTION COMPANY

RESOURCES

No matter what challenges you are dealing with, we want to help. Hoffman has compiled the following resources for you to access when you need them. Get close to the QR code, open your camera, and scan it with your smartphone. Click the link that pops up to access the support services available to you.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

LIUNA Local 737 EAP	Bricklayers EAP	Northwest Carpenter's Union EAP
IBEW EAP	Pipfitters EAP	Hoffman's EAP

CRISIS INTERVENTION SERVICES

988lifeline.org	Lifesforlife.org	Lifelineforattemptsurvivors.org

MENTAL HEALTH AWARENESS APPS

M13 App	Be Safe App	SAMHSA App

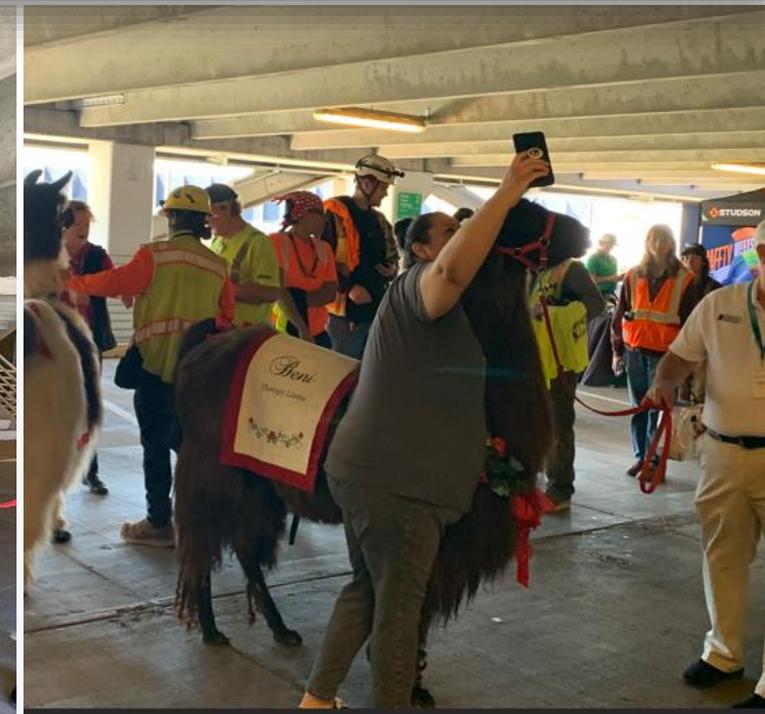
TOUGH ENOUGH TO TALK

MENTAL WELLBEING MISSION

GUTS
GET UP THERE

VIDEO STORIES

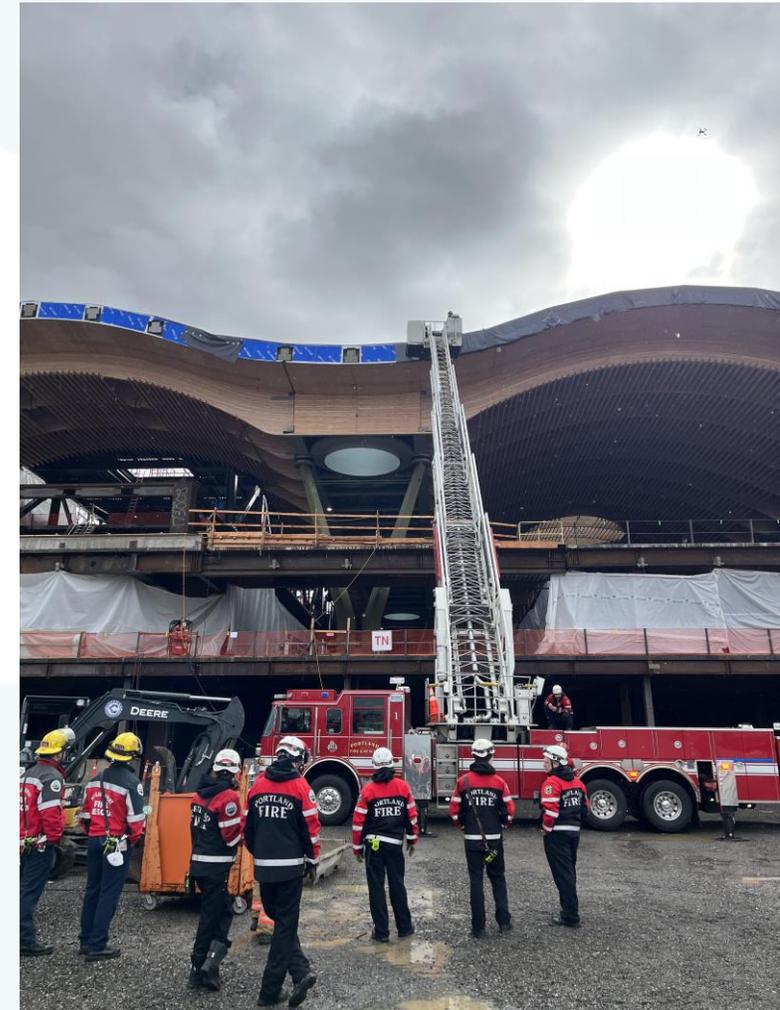
Stigmas	
It's Your Time	
Anxiety	
GUTS Room	
Depression	
Addiction	
Suicide	



Engagement with Rescue and Response Teams

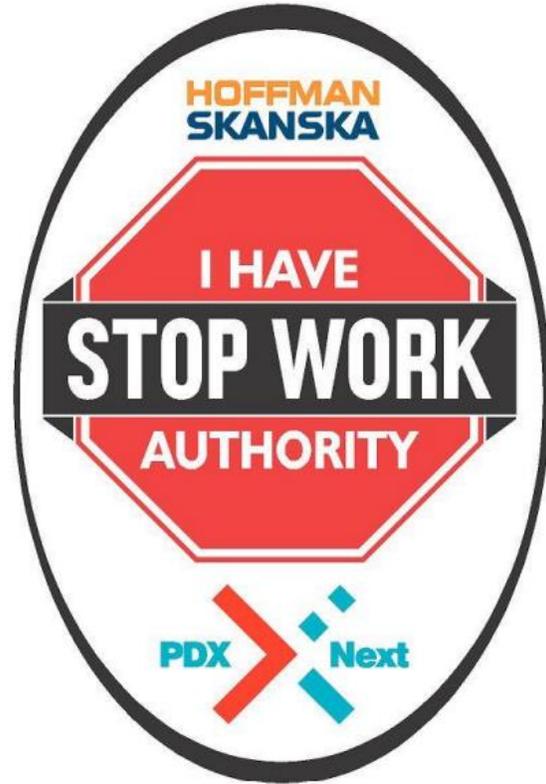


- **Weekly site walks with Port Fire Department**
- **Conducted rescue exercises with Port Fire and City of Portland High Angle Rescue team**
- **Engagement with Fire Department Medics on placement of emergency devices in new facilities**



Worker Empowerment

Employee Engagement



- **Best engagement happens when employees know you and trust you. This starts with conversations.**
- **Be the example.**
- **Going beyond the day to day...Where have we seen successes in Employee Engagement?**
 - **Relevant**
 - **Fun**
 - **Easy**

OCIP Navigation Partnership

- **Port Safety**
- **Port Project leadership**
- **SAIF Consultants**
- **Marsh Consultants**
- **HSJV Safety Team**
- **HSJV Leadership**
- **ZGF Design Team**

Special shout-out to SAIF – identified issues that posed potential hazards to the public.

JOBS

PDX Next

Aug 27, 2024 | By Dan McInerney



A walk through Portland International Airport's newly opened main terminal is nothing short of stunning. (Photo by Dier Baidinger, courtesy of Port of Portland)

Show

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It's a public building the entire region can be proud of, and especially the thousands of local union members who constructed it. On Aug. 14, the newly remodeled main terminal of the Portland International Airport (PDX) opened to the public, with a design so audacious that airline passengers are pulling out their smart phones to take pictures of the airport itself.

Conceived by ZGF Architects, the centerpiece is an undulating nine-acre wood-lattice ceiling made of local sustainably harvested wood that's processed into mass timber. The overall terminal design is meant to evoke the outdoors, and it features 72 mature trees and thousands of other plants, plus 49 skylights intended to mimic the sun poking through a tree canopy.

Visitors familiar with the old layout will now discover check-in counters that are distributed among four "islands." After moving through those, they'll have a chance to linger on risers watching stunning large-scale video art, or sit in a mezzanine lounge that has expansive views of the airfield while sampling some of the 96 local beers on tap at a new outpost of Portland's Loyal Legion pub. Newly widened, more efficient TSA checkpoints will allow three passengers at once to load belongings for screening, and plans are in place for display screens that will offer precise estimates of how long it's taking to get through security. High-traffic areas

Read more

[Collective bargaining: Machinists strike begins at Boeing](#)

[Jobs: Kroger/Albertsons merger on trial](#)

[Jobs: Stores Kroger and Albertsons plan to unload](#)

[Collective bargaining: UFCW Local 555 strikes Portland-area Fred Meyer stores](#)

[Collective bargaining: Portland video strike shuts 10 New Seasons stores for a day](#)

SUBSCRIBE IN PRINT

Print edition

“Close calls that halted PDX construction included debris dropped near ticket counters, other terminal areas”

Oregon Live, Mar. 12, 2024

“Close calls”: Safety pause could delay PDX new terminal opening.”

KOIN, Feb. 28 2024

“Really, it’s about the people who do this work, and if you’re not thinking about them first, something’s wrong,” Robinhold said. “I heard it from our own guys, an electrician on the job said, ‘You guys are walking your talk.’”



Project has been a great journey

- Keeping Safety Relevant, Easy and Fun has paid dividends.
- For many of us, it is the most enjoyable project we have ever worked on.
- *“Best OCIP Project in the Country”* - Marsh

Metrics – Direct reflection of safety efforts

- **Total Recordable Incident Rate**

2024 = 1.15

Project to Date = 1.74

- **Lost Time Rate**

2024 = 0.00. 21 months without a Lost Time Injury.

Project to Date = 0.16

- **OCIP Workers' Compensation**

Workers' Compensation claims = 79

Losses per \$100 of Payroll - Project to Date = 0.28.



Questions?

← Shameless Plug

