

2016 Safety Award Entry- Best Safety Innovation
Aria Energy

2016 Safety Award Entry

Category: Best Safety Innovation

Entrant: Aria Energy

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SWANA Member Number: 978027

Title of Entry: Effective Employee Safety Committee

Jurisdiction: Multiple States

Approximate Population: Unknown

Executive Summary

As one of North America's premier Landfill Gas (LFG) companies, Aria Energy provides engineering, design, construction, operations and maintenance services for LFG to energy facilities. We own and/or operate a diversified portfolio of 44 LFG recovery and processing projects across 16 states, collectively representing 265.9 MWe of energy capacity. Aria Energy has over 150 employees. Our portfolio includes 29 owned projects that generate electricity and 6 owned projects that produce pipeline-quality renewable natural gas (RNG) or medium Btu gas. We also provide operations and maintenance (O&M) services to 9 projects owned by third parties. We have developed or constructed more than 50 projects over the last 25 years and have successfully integrated four acquisitions since 2008. Our business is built around our core values of safety, customer focus, teamwork, ethics, integrity and respect.

Safety Innovation

In 2015, Aria Energy set out to create a shift in how we embrace and bring safety to the forefront of our corporate culture. In prior years we approached safety like many other as a top down driven initiative. Like many other corporate mandates we set standards for safety and expectations that policy and processes would be followed. When we did not achieve the desired results, we reevaluated the approach and decided that we needed front line employees to not just buy into the program but rather drive the program. It is this shift in the ownership for safety that is driving us to be the best we can be in safety!

Our innovative Employee Run Safety Committee is the cornerstone of the safety initiative at Aria Energy and has enabled a continued improvement in the organization's injury rate and the severity of injuries. The committee has a hierarchy of three levels; Safety Subcommittees, Employee Run Safety Committee and the Safety Board. Safety Subcommittees are created, with distinct charters and direction, for issues that cross-cut multiple sectors. They research solutions to these issues and present them to the Safety Committee. The primary objective of the Safety Committee is to provide support to enhance the Company's Safety Program. They oversee the action of the Subcommittees and present the information to the Safety Board based on the Subcommittee's recommendation. In addition to this primary mission, the Safety Committee encourages employees to participate in the safety process for the betterment of all concerned. The primary objective of the Safety Board is to provide leadership and governance support to the Safety Committee. The Safety Board has the authority to implement policy and procedural change.

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Safety Subcommittees

Safety Subcommittees are structured for completion between six months and eighteen months. The Safety Committee approves each Subcommittee Charter, which includes an expected completion date, an Issue Statement and Plan for Exploration of Options, including site specific needs. Safety Subcommittees meet a minimum of once per month to share team-based research until all avenues of opportunity are exhausted. This includes Vendors, Best Practice, History, New Trends, Futures, Peers, Benchmarking, Mock-ups, Sample Testing and Internet Research. Overall, when a Subcommittee is completed, there are no stones unturned in research and the most intelligent decisions can be made for purchase, procedure, policy, process, etc.

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For example, the Employee-Down Alert System Subcommittee reviewed six different vendors and tested multiple units before deciding on a specific unit and distributor. Systematically these systems are now being installed at sites, without delay. The installed systems can protect workers in the field for expedient response to prevent issues from becoming incidents.

There are five key positions for a minimum Sub-Committee:

- 1) Subcommittee Chair – Safety Manager
- 2) Subcommittee Lead – Safety Committee member
- 3) Researcher 1 - Safety Committee member
- 4) Researcher 2 - Safety Committee member
- 5) Corporate Advocate – Corporate

Safety Subcommittee Meeting Agenda

- a) Call to Order – Chair
- b) Review Subcommittee Issue Statement from the Approved Charter
- c) Identification of Scribe – Chair
- d) Identification of Time Keeper
- e) Roll-call - Chair
- f) Recognition of Quorum - Chair
- g) Approval of prior minutes - committee
- h) Review Offerings and Options
 - i. Closed Action Items
 - ii. Open Action Items
 - iii. Plant Specific Needs
 - iv. New Additions
- i) Review any Pilot Programs in-progress/completed
- j) Review Potential Vendors
 - i. Include/Prepare Invites if needed
 - ii. Review Deliverables
 - a. Items
 - b. Due Dates
 - c. Help Needed
- k) Answers and Action Items - Chair
- l) Final Questions or Concerns – committee
- m) Action Item Review (with owners and due dates)
- n) Review of Meeting (for new minutes) – Scribe
- o) Approval to end meeting – committee
- p) Declaration of Meeting Complete – Chair

Once the Subcommittee has exhausted all avenues of research and decided on a course of action, the Subcommittee Lead prepares an Aggregated Results Report for the Subcommittee Chair. The

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Subcommittee Chair prepares the Final Results Report for the Subcommittee Sponsor. Upon Sponsor Approval the Subcommittee Chair updates policies and procedures, new training needs are determined and Human Resources communicates to target fleet members the new changes, expectations, policies, procedures, training, procurement, etc. The Subcommittee Chair closes-out the Subcommittee and completes a Final Close-Out Document.

Safety Committee

The personal safety and health of each employee of Aria Energy is of primary importance. The prevention of occupational induced injuries and illnesses is the principal purpose. To the greatest degree possible, this Committee provides employees a voice to management in the form of a Safety Board, to ensure all mechanical and physical facilities required for personal safety and health are controlled and maintained in keeping with the highest standards. In carrying out its primary mission, the Committee is committed to five basic principles:

1. Help to formulate and disseminate policies, practices and procedures that promote health and safety.
2. Consult with the Safety Manager on any proposed or actual changes in health and safety policies, practices and procedures proposed by the Committee.
3. Assist management in the planning of action on occupational health and safety. This includes the assistance in setting priorities to control hazards.
4. Act as a problem-solving group to help with the identification and control of hazards.
5. Help to resolve health and safety issues and remove barriers.

Membership of the safety committee is designed to ensure equal representation across the company. Each operating region (North, NY West, Atlantic, Michigan, Florida and West) has at least one member on the safety committee. As a majority of our facilities produce electricity, one seat on the committee is held by an employee of a facility that produces renewable natural gas, regardless of geographic location. The members elect a Safety Committee Chair, who along with the Vice Chair and Sergeant-at-Arms, meet with the Safety Board after each Safety Committee meeting.

Safety Committee Meeting Agenda

- a) Call to Order – Chair
- b) Identification of Scribe – Chair
- c) Identification of Time Keeper
- d) Roll-call
- e) Recognition of guests – Chair
- f) Recognition of Quorum
- g) Senior Manager Kick-off
 - i) Key Note
 - ii) High Level view
 - iii) Excused from the remainder of the meeting

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- h) Approval of the prior *Meeting Minutes Report* - committee
- i) Discussion of injuries since last meeting – Sergeant-at-Arms
- j) Discussion of near misses since last meeting – Sergeant-at-Arms
- k) Discussion of Injury Rate for the company – Sergeant-at-Arms
- l) Discussion of OSHA Inspections since last meeting – Sergeant-at-Arms
- m) New Issues – committee
 - (a) Suggestions for new issue resolution and committee member sponsor– committee
- n) Priority of low, medium and high defined into each new issue
- o) Old Issue Updates (items to be closed-out, progressed, extended, priority
 - (a) change) - committee
- p) Sub-Committee Team Reports – Sub-Committee Leads
- q) Good Practice Sharing – committee
- r) Top 5 priority issues to discuss with the Safety Board - committee
- s) Sub-Committee Project requests to discuss with the Safety Board - committee
- t) Action Items - Chair
- u) Final Questions or Concerns – committee
- v) Action Item Review (with owners and due dates) - Chair
- w) Review of Meeting (for new *Meeting Minutes Report*) – Scribe
- x) Approval to end meeting – committee
- y) Declaration of Meeting Complete – Chair

Emergent Meetings can be called by the Committee Chair. Reasons for an Emergent Meeting can include Committee Member resignation; Board Member resignation, Urgent Safety Issue (Near Miss, Resolution), Sub-Committee Need. Each meeting is documented through meeting minutes, including each agenda item, which are stored electronically.

Safety Board

The primary objective of the Safety Board is to provide leadership and governance support to the Safety Committee. This will ensure separation of priority within similar interests, which is being expedient and prudent in our quest of an injury-free work environment. The members of the Safety Board are the Director of Operations, Safety Committee Chair, Safety Manager and a Corporate Advocate. The membership is designed to ensure the Employee Run Safety Committee's needs are being heard by the individuals in Aria Energy who are able to enact changes in policy.

The three core membership positions of the Employee Run Safety Committee present the Safety Board with Committee Meeting Minutes, the Top 5 priority issues, an Issues Resolution Report, any help needed, Subcommittee project updates and Subcommittee requests. The Safety Board meets monthly after a completed Safety Committee Meeting.

Safety Board Meeting Agenda

- a) Call to Order – Chair

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- b) Identification of Scribe – Chair
- c) Identification of Time Keeper
- d) Roll-call - Chair
- e) Recognition of guests – Chair
- f) Recognition of Quorum - Chair
- g) Approval of the prior *Meeting Minutes Report* - committee
- h) Safety Committee Offering (Section 1.2) – Safety Committee Chair
- i) Answers and Action Items - Chair
- j) Final Questions or Concerns – committee
- k) Action Item Review (with owners and due dates)
- l) Review of Meeting (for the new *Meeting Minutes Report*) – Scribe
- m) Approval to end meeting – committee
- n) Declaration of Meeting Complete – Chair

The shared vision of the Aria Energy Employee Run Safety Committee and the Aria Energy Safety Board is to strive to make each facility injury free with the mitigation of hazards, training, hazard awareness and information sharing. Being above and beyond compliance can offer Aria Energy an industry best performance in industrial safety, with a workplace that is the safest available for our workforce.

Measured Results

Aria Energy measures safety by looking at the Injury rate and the number of LTA& Restrictions we see in a given year.

	2010	2011	2012	2013	2014
Injury Rate	6.76	4.65	7.74	3.04	5.64
LTA & Restriction	3	5	7	3	2

Note: The company has added employees every year, with an average of 6.8% growth in the number of employees per year.

We used 2014 numbers as a baseline to compare the results of our new Employee Run Safety Committee. The program began in January 2015, and quickly received volunteers from across the company to participate. While Subcommittees are expected to take 6-18 months to conclude, all 2015 Subcommittees are closed. Completed Subcommittees include Worker-Down, Safe Lifting, and Lifting & Rigging.

An immeasurable effect of the program is the operations team driving behavior and attitude toward safety and having a positive impact. Aria Energy has seen improvement in the organization's injury rate

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and the severity of injuries. 2015 Injury Rates decreased 45% to 2.57 and there was only 1 LTA& Restriction recorded. Additionally, the company was able to achieve 285 days accident free.

As a direct result of this new program, Aria Energy was recognized with safety awards in Florida and Michigan. We received the Michigan OSHA – SHARPS Award for our Pine Tree Acres facility in Lenox, Michigan. Our Trail Ridge Facility in Baldwin, Florida received USF SafetyFlorida’s Sunshine State Safety Recognition Award. The award is given to Florida’s employers and employees who proactively and routinely engage in job safety.



Pine Tree Acres Staff accepts the Michigan Health and Safety Recognition Program Award from MIOSHA Director Martha Yoder

The Michigan OSHA Inspection Lead asked for an electronic copy of our Employee Run Safety Committee procedure and our Safety Subcommittee procedure, to share with other Michigan worksites and lauded it as the best they had seen.

Conclusion

As a direct result of the Employee Run Safety Committee and Safety Subcommittees, the Aria Energy employee safety culture is growing safer with momentum. Safety Indicators show a significant and improving safety performance. As a proud member of SWANA, Aria Energy is constantly researching innovation to improve safety and culture. We are immensely proud of the commitment our employees have to this program. The members of our Safety Board, Committee and Subcommittees have dedicated additional time and energy to ensure the safety of everyone in the company. We believe our program deserves this award because of the dedication of our employees. As a company spread across 16 states, with as few as 2 employees at some locations, it is inspiring to see employees come together to ensure the safety of everyone company wide.