

Five-year Strategic Plan In Motion - Where Are We Now?

ABAG PLAN is working to improve performance through a Strategic Performance Initiative. Results are beginning to make a difference.

Achievements To Date

ABAG PLAN released the enhanced Management Data Report (MDR) in July of 2012 as part of the identified improvements to Claims Administration. The new MDR is designed to provide claims related information in a manner that is easy to understand and useful in terms of illustrating member performance at various functional levels. The report provides data that can assist in analyzing claims trends and is useful in creating a benchmark against PLAN norms. The new look is the first step in improving the report's structure and usefulness. We will continue to explore additional improvements and welcome your comments. (See MDR graphics on page 7).

The staffing review/analysis has been completed and a report is due at the Strategic Planning meeting. In addition, a resource guide will also be distributed at that meeting.

Longer Term Activities

Cities and towns will be doing a mini-reassessment of risk exposures, building off of the 2005 completed assessment. Almost all members are qualified as a Best Practice City or Town and have fulfilled all or most of the Best Practices identified in 2005 as core areas of exposure. Each community is supported in the effort to be a Best Practice City or Town with the grant program, a designated risk management consultant, and training workshops and conferences.

The reassessment is scheduled to begin in December of 2013 with an examination of the five Framework Best Practices with five additional best practices occurring in each subsequent year. This will be part of cities or

towns Risk Management Goals and the assigned risk management consultants will assist in the process.

History

The Strategic Plan Initiative was jumpstarted at December 2011 Board Retreat. Consultants provided a framework for discussion and members determined the areas of focus for the retreat. The three main areas and several sub-areas are shown below:

MEMBERSHIP

- Increase membership through marketing
- Improve member knowledge of PLAN and available services
- Assess service components and customer satisfaction

CLAIMS ADMINISTRATION

- Manage costs
- Review handling efficiency
- Work with members to review and reduce claims

INSURANCE PROGRAM

- Identify high frequency/severity areas and target remediation strategies
- Enhance risk management/loss control services
- Risk management cost/benefit analysis
- Maintain grant program and eliminate non-matching grants.

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Chair of ABAG PLAN Executive
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Lessons Learned from San Bruno Explosion and Fire

As part of a risk sharing pool, ABAG PLAN members recognize both the benefits and the risks associated with managing losses through self-insurance mechanisms. Our members are conscious of our exposure to natural disasters such as earthquakes, landslides and floods in the Bay Area. As a result, ABAG PLAN and our member communities continue to focus on Hazard Mitigation Planning for the Bay Area and its cities, towns and counties.

In recent years, one of our members was faced with an unusual catastrophic event (man-made disaster) which called for a somewhat “unique” approach to risk management, post disaster. Several issues were raised for San Bruno after the Glenview explosion and fire on September 9, 2010.



ABAG PLAN Risk Manager Jim Hill and San Bruno City Manager Connie Jackson

ABAG PLAN Risk Manager, Jim Hill recently sat down with San Bruno City Manager Connie Jackson, to discuss the challenges she faced in the aftermath of the Glenview Fire. In the course of the conversation, it became clear that the primary concern for Connie was the well-being of the residents of San Bruno. The conversation also highlighted Connie’s concern about the impact of the Glenview explosion and fire on the ABAG PLAN pool and its members.

Despite the fact that this event impacted her life personally (she was evacuated), her focus was on the community and her community partners at ABAG PLAN. This is the sign of a great leader. We all know that risk management is an integral part of day-to-day operations of our member jurisdictions. The following interview provides her insights into what happens to a City or Town when a larger disaster occurs.

Jim Hill (JH): Since ABAG PLAN communities are in the San Francisco Bay Area, there is a high probability that a natural or man-made disaster will occur. Can you share your insights as San Bruno City Manager that can assist the other PLAN communities to prepare? What did you and the city of San Bruno experience?

Connie Jackson (CJ): Even two years after the Glenview explosion and fire in San Bruno, we are still

dealing with impacts. Let me set the stage for what happened and how we responded and worked with the community. The first 24 hours after the disaster provided a framework for everything that we at the City dealt with. When the explosion occurred, we at City Hall heard something, saw the smoke and knew something had happened. We just didn’t know what it was.

I tried to get to the site and could not due to first responders arriving and evacuating residents, due to the concern that the fire would jump the canyon. I then implemented the Emergency Response Plan. At this point, communication with the first responders on-site was extremely difficult.

JH: Connie, to put this in perspective, didn’t you get evacuated as well? Don’t you live in the neighborhood across the canyon?

CJ: Yes, and just like the other community members, we all needed to be housed. The shelter we set up, provided housing and a place for counseling, as well as access to other services. Eventually, this same shelter became a one-stop shop called the Resource Recovery Center. The Resource Recovery Center provided consolidated

We were guided as to residents needs by the Council, who were very concerned and wanted to make sure that residents’ concerns were addressed and that needs were met.

services to residents for several months, including on-going counseling.

JH: As city manager and the city’s risk management lead, how did this major community disaster impact your day-to-day role, duties and priorities?

CJ: The first responders are trained to deal with disasters, but this was much bigger than anyone had ever experienced. At that time, we were just doing our jobs to help the community, provide services and be responsive. It was 24-7 for the first two weeks and we were 100 percent absorbed by disaster response.

In addition, other agencies quickly got involved. The Red Cross was there and other response providers were there as well. San Mateo County staff became involved and helped for the entire two weeks. In particular, Marshall Wilson, the County Public Communications Manager, was invaluable.



Impacted Area, San Bruno. Photo Credit: John Kidd

JH: We understand that there has been a high level of communication between the City and residents through the use of various media and the Resource Recovery Center. Can you comment on the impact this communication had on the community? How were community concerns expressed and addressed?

CJ: We were guided as to residents needs by the City Council, who wanted to make sure that residents' concerns were addressed and that needs were met. Emergency response plan had its own process which was also very helpful.

What was key was getting information out to residents in several ways. We worked with the media to do this, with both the Mayor and me serving as spokespersons. The city website was enhanced to get information out on the first night and then continually updated. Eventually we transitioned to mailings, updating residents as to the status of reconstruction.

A hotline, staffed 24-hours by six people was an important link for community members. Regular written briefings were done by PIO (Public Information Officer) Staff.

JH: What steps were taken next?

CJ: The California Emergency Management Agency was involved at an early stage and they told us two very important things: that a local assistance center needed to

be set up, which was done the next day and that a Town Meeting needed to occur quickly.

As I had mentioned previously, the shelter was turned into local assistance center. We had help from resource providers and lots of volunteers and donations from the Bay Area community. Setting up an immediate Town Hall meeting was the best advice. We promised our residents that they would hear from us on Saturday (two days later) which was announced via press conference and the space was packed. We established a pattern for future Town Hall meetings, which included providing timely Q&A sessions.

PG&E was also at the meetings, they stayed in the background and spoke at the request of the City

JH: Is there anything else you would like to share with your fellow City Managers and ABAG PLAN members about lessons learned in terms of managing risk for a major catastrophic event?

CJ: We had a tremendous amount of help with first responders coming in from all over the Bay Area due to



Impacted Area, San Bruno. Photo Credit: John Kidd

our mutual aid agreement. Assistance came in other ways with mutual aid building inspectors. We asked other cities to loan us staff and in particular, an assistant city manager.

The City, the County and then the State declared a disaster area. The declarations helped us to be reimbursed for 70 percent of requests. If FEMA had declared it a disaster area, then reimbursements would have been 100 percent of requests. Following procedure is extremely important in the process. City was the lead for mutual aid reimbursements and submitted one package to the State.

Be Sewer Smart Campaign - Helps Meet Infrastructure Challenges and ABAG PLAN Claims Reduction Goal

The October 23rd Sewer Smart Summit marked the eighth year of ABAG PLAN's "Be Sewer Smart" public education campaign, a successful part of our risk reduction-prevention campaigns. Since the launch of this effort to reduce sewer backups and backflows, the cities and towns in ABAG PLAN have significantly reduced their sewer backup damage claims – some by 90%; others by 75%. This is significant because, prior to being "Sewer Smart," Bay Area homeowners and their communities were spending over four million dollars a year to clean up sewer backups and backflows.



Attendee at
2011 Sewer
Summit

Infrastructure Challenge

Through the sewersmart.org website, brochures, partnerships, summits and training, the "Be Sewer Smart" program provides information to cities and sanitary districts as well as the consumer to help accomplish the goal of preventing costly backups and backflows. ABAG PLAN initially launched the Sewer Smart campaign in response to a statewide call and local challenge to determine effective sewer system solutions and prevent sanitary sewer overflows (SSOs) in compliance with the Clean Water Act. Underlying this necessity for programs to address sewer system problems is the inescapable fact that sewer system infrastructures are aging in our regions and across the state.

As part of this campaign, ABAG PLAN has now conducted eight annual Sewer Smart Summits, with over two hundred attendees at the day-long event; targeted to sanitary district operators, public works directors, engineers, maintenance crews, water district directors

and other local government staff from the Bay Area's 101 cities and towns and nine counties. These annual Sewer Smart Summits inform attendees about new regulations, the latest in sanitary sewer maintenance, best practices for reducing backup and backflow risks and managing stormwater, emergency response procedures, preparation for catastrophic events, and new technology such as the latest satellite communications. To meet Climate Change challenges, recent sessions have demonstrated how wastewater systems affect Greenhouse Emissions (GHG) and how to plan for upcoming regulations with new tools to estimate life-cycle GHG and other emissions.

Sewer Smart Campaign Accomplishments

Through the Be Sewer Smart campaign, ABAG PLAN has also:

- Educated homeowners to assess their risk of sewer backups
- Distributed thousands of Backflow Prevention Devices (BPDs) free through our sewersmart.org website
- Helped many ABAG PLAN members finalize their Sewer System Maintenance Plans, prepare for emergency response and learn new reporting systems required by new regulations
- Educated homeowners to dispose of FOG – fats, oils and greases – properly and prevent sewer backups
- Shared FOG and Stormwater Best Practices at the annual summits
- Placed hundreds of media articles and announcements encouraging homeowners to assess sewer backup risk of their homes
- Seen a reduction in sewer backup claims by over 70%.

For more information, visit www.sewersmart.org or contact Gertruda Luermann, Risk Analyst, at 510-464-7992 or gertrudal@abag.ca.gov.

Cost-Effective Hazard Remediation

Since ABAG PLAN's inception, sidewalk hazards are and continue to be a concern, given their profound impact on claims against member cities. Sidewalk related incidents have contributed to over 1,400 claims during the existence of the PLAN program. The total costs of these claims have exceeded \$8 million dollars.

The number of sidewalk claims varies by ABAG PLAN member and is primarily a function of the following issues:

- Tree management and maintenance issues
- Aging municipal infrastructure
- Lack or absence of documented inspection
- Fiscal/Budgetary impact of sidewalk repairs.

The introduction of sidewalk ordinances in some jurisdictions has provided us with the ability to transfer/share risk on some third party liability claims. ABAG PLAN has also improved management of sidewalk inspection and monitoring programs and recommended aggressive sidewalk repair programs.



BEFORE



AFTER

Before and After
Photos of Sidewalk
Repair

Our Risk Management program and Best Practices protocol are still working to improve the loss frequency in this claims area.

Removing sidewalk trip hazards and meeting ADA compliance is a focus of many cities. The cost of sidewalk remediation efforts is an approved item under our grant program. Grant funds can be applied for sidewalk remediation efforts. Grant funding is still available for this activity and other risk management activities.

Strategic Plan cont. from Page 1

An Interview with the Chair

During the development of the Five-year Strategic Plan, much attention will be given to long-term growth and development. Recognizing that Strategic Planning activities will strengthen ABAG PLAN and establish new goals, the Chair of ABAG PLAN's Executive Board, Benicia City Attorney Heather McLaughlin has pledged her support to this process. In addition, she has pledged to grow and sustain the organization, increase members' familiarity with available services, and encourage use of those services. "ABAG PLAN is a pool that will succeed with an increased level of participation in committees and sub-committees. Our strength comes in our teamwork," Ms. McLaughlin said.



McLaughlin further stated, "We would like to see members fully use the resources that ABAG PLAN membership offers. This includes the wide variety of information on-line at our website (<http://plan.abag.ca.gov/>), training sessions for city and town staff on various topics, and reimbursement for attendance at conferences such as CAJPA and PARMA."

McLaughlin has also called for member feedback on ways to improve ABAG PLAN by "recommending services and assistance that were particularly helpful to members early in their involvement with PLAN and risk management." Other suggestions for services and assistance are always welcomed. Please send any comments to Jim Hill, ABAG PLAN Risk Management Officer, via e-mail at Jimh@abag.ca.gov or by phone at (510) 464-7969.

Heather McLaughlin has been Benicia's representative to ABAG PLAN since 2003 and was appointed to the Executive Board in 2009.

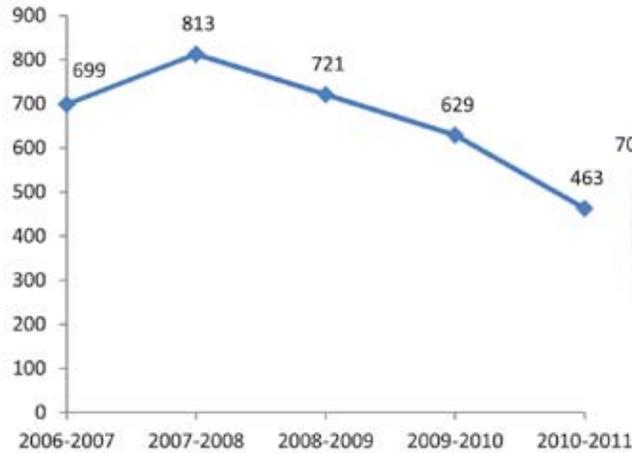
Strategic Plan cont. on Page 7

Over the last couple of years, we have given out anywhere between as little as \$2,500 to as much as \$55,000. These are often part of a larger projects, where the cities have paid more for sidewalk repair than just the reimbursement amount.

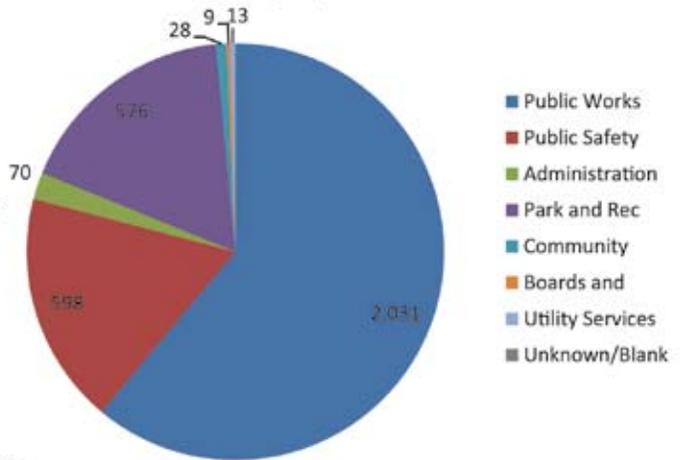
For more information regarding our Grant Program, please contact Jim Hill or Gertruda Luermann.

ABAG PLAN Management Data Report: All Members

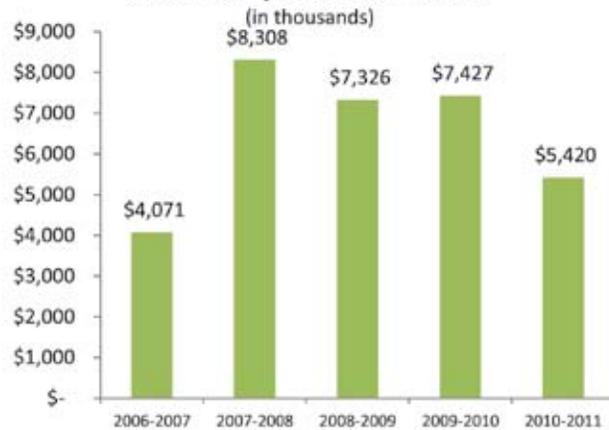
Number of Claims by Fiscal Year - 5 Years



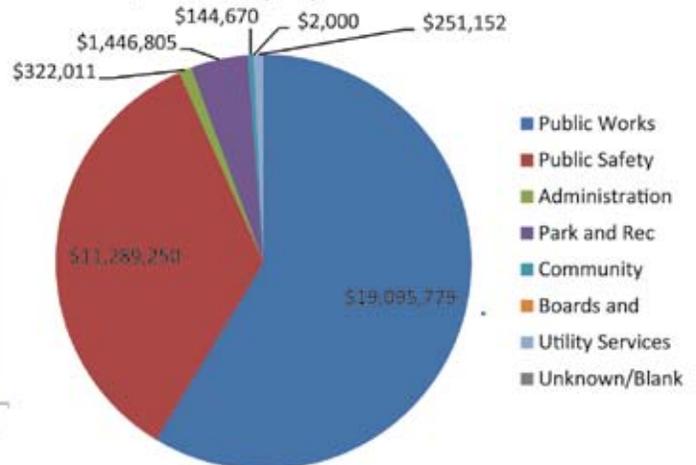
Number of Claims by Department - 5 Years



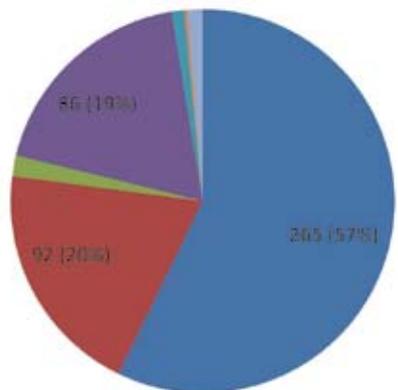
\$ Incurred by Fiscal Year - 5 Years



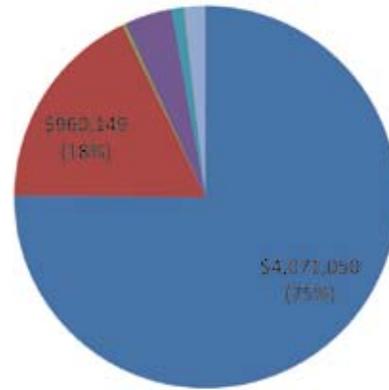
\$ Incurred by Department - 5 Years



Number of Claims by Department - 2010-2011



\$ Incurred by Department - 2010-2011



- Public Works
- Public Safety
- Administration
- Park and Rec
- Community
- Boards and
- Utility Services
- Unknown/Blank

Data valued as of 12/31/2011

Excerpted from MDR



Meeting Schedule 2012- 2013

All meetings are at ABAG's offices unless noted.

NOVEMBER 2012

7 Strategic Planning Meeting Colma 10:30 - 1:00 p.m.

DECEMBER 2012

5 Executive Committee 10:30 a.m. to 1:00 p.m.

FEBRUARY 2013

3 Claims Committee 10:00 a.m. to 1:00 p.m.

APRIL 2013

10 Risk Management Committee 10:30 a.m. to 1:00 p.m.

24 Actuary Committee 10:30 a.m. to 1:00 p.m.

MAY 2013

16 Finance Committee 10:30 a.m. to 1:30 p.m.

29 Executive Committee 10:00 a.m. to 1:30 p.m.

JUNE 2013

19 Board of Directors 9:30 a.m. to 4:30 p.m.
Location to be determined

Police Chief Steering Committee
AdHoc Basis



ABAG PLAN Corporation

Pooled Liability Assurance Network

Providing self-insured coverage to cities in the San Francisco Bay Area



Association of Bay Area Governments

Heather McLaughlin
City of Benicia
Chair

Kevin Bryant
Town of Woodside
Vice Chair

Jim Hill
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