

BCJPIA

Strategic Planning Meeting

October 24, 2024

A G E N D A

Thursday, October 24th

- 10:00am **Strategic Planning Session: Focusing on the Task**
- Welcome and introductions
 - Session focus and outcomes
 - Session format and groundrules
- 10:25am **Mission Statement**
The Bay Cities Joint Powers Insurance Authority provides cost-effective, fiscally sound, liability, workers' compensation, property, and other lines of coverage for Member Entities.
- 10:30am **The Changing Environment (External focus – Opportunities/Threats)**
- Understand the factors that are shaping the self-insurance/joint powers authorities industry and the public agency environments
 - Assess the impact on public agency needs
 - Define opportunities for BCJPIA
- 11:15am **BCJPIA's Position and Performance (Internal focus – Strengths/Weaknesses)**
- Assess performance in key result areas, and identify areas for further development
- [Lunch: 12:00pm – 1:00pm]
- 1:00pm **Goal Setting**
- Organizational Goals
 - Program and Service Goals
 - Communication, Outreach and Influence Goals
- 2:30pm **Prioritization and Milestones**
- Set Goal Priorities (what are one, two or three year goals)
 - Set Milestones to reach by end of planning cycle and consider implications for initiatives and resources
- [Break: 3:15pm - 3:30pm]
- 3:30pm **Prioritization and Milestones (continued)**
- Discuss preliminary priorities for year one of the plan
- 4:45pm **Looking Back**
- A brief reflection on the meeting
- 5:00pm Adjourn

Q1 From your perspective, what are the top trends/emerging risks in the self-insurance industry that you believe will significantly impact BCJPIA over the next 5 years?

Answered: 12 Skipped: 2

- Increasing jury verdicts that lead to plaintiffs being unwilling to agree to reasonable settlement which means litigation costs increase significantly.
- I'd say natural disasters is a big one. This could range from major earthquake to major fire.
- Increasing judgement and settlement amounts for liability/property claims - more costs per claim - prevalence of culture of litigation?? not sure it's actually increasing - more claims - property claims due to changing climactic conditions (heavy rainfall, sea level rise, wildfire)
- Climate issues: Wildfires, Slides, Floods Cyber issues - data breaches
- Rising costs of procuring coverage -Cyber security -Sexual assault/molestation cases
- Cyber, property insurance increases.
- 1. Cost of coverage or availability of coverage for California agencies due to fires . 2. Cyber security 3. Impact of AI usage if not properly reviewed
- Escalating Claims Costs - although BCJPIA is in good financial health, if claims costs continue to rise it could result in continued higher member contributions, strained reserves, and financial instability. *Cybersecurity and Data Privacy Risks - As the frequency and sophistication of cyberattacks increase, exposure to cybersecurity threats is a major concern. *Climate Change and Catastrophic Risks - Climate change is amplifying the frequency and severity of natural disasters, including wildfires, floods, and earthquakes, which could significantly affect liability and property claims.
- Size of jury awards Cyber risk Budgetary constraints of member agencies
- Rising costs Climate-related risks Advancements in technology, such as artificial intelligence and cyber attacks
- Cyber attacks, increasing costs, increased regulation and pressure regarding investments due to climate change, difficulty obtaining insurance for excess coverage.
- Cybersecurity threats Natural disasters

Q2 What two to three critical issues does your agency face in the next 5 years that BCJPIA can help address?

Answered: 13 Skipped: 1

- We are facing significant budget issues. We've raised our SIR so any assistance in keeping costs down will be helpful, e.g., good risk transfer on contracts, best practices for avoiding or minimizing claims and lawsuits, etc.
- Going off of the above, I would say preparing for major natural disasters is big. Another one would be preventative maintenance on city infrastructure. Making critical infrastructure more resilient will lower exposures for our City.
- street tree and sidewalk policies (trip and fall and tree maintenance) - maintain private responsibility - flood vulnerabilities - cyber threats - maintaining good workplace injury and illness prevention policies
- Biggest issues - Roads, slides, trees
- Aging infrastructure -Increased litigation with no standing
- Increased costs.
- 1. Need for ongoing training of risk mgmt topics as part of succession planning. 2. change in management can be a disruption to best practice or attention to risk management
- *Retirements of key management personnel. Proactive education BCJPIA's risk management services. *Implementing a Risk Management Program.
- Cyber risk Budgetary constraints
- Budget Rising costs of healthcare and claims workers comp
- Workers Comp claims in Public Safety
- Keeping insurance costs as low as possible, coverage for environmental risks.
- Cybersecurity threats Natural disasters

Q3 What are the two or three greatest opportunities for BCJPIA to increase its value to the membership over the next 5 years?

Answered: 10 Skipped: 4

- more training, e.g., attorneys coming to talk about issues like police liability, dangerous condition (tree and sidewalk programs), etc. more discussion amongst members of their best practices so that all members are doing their best and we have no weak links
- Offering extensive training opportunities for City staff in terms of DEI, sexual harassment, de-escalation, etc. Also possibly providing a way for cities account for potential worker's comp exposures, and also general liability exposures resulting from failing infrastructure.
- focus on best practices among all agencies to keep costs as low as possible
- Council/public relations Make website useful again
- -Educational opportunities for City Councils -Continuing to find sufficient coverage at manageable rates
- 1. Ongoing training for w/c and risk mgmt topics with attendance requirements built in 2. discussions of liability cases to raise awareness of issues 3. Reviews of policies & procedures to assist in prevention of claims. 4. help consolidate surveys to have one data center or aggregator and build renewal and/or survey responses from there.
- *Expanding Risk Management and Training Programs *Enhancing Data Analytics - identify emerging risks and trends could provide members with predictive insights that allow for proactive risk mitigation
- Promotion of consistent best practices -- education Hold the line on costs.
- Include issues of rising claims costs, the need for improved risk management amid regulatory changes, and challenges in adopting new technologies. BCJPIA can assist by offering resources, and educational programs.
- For a small city with no staff dedicated to risk management, it is challenging to keep up with BCJPIA information, ongoing requests to fill out reports, insurance certificate issuance, etc. Streamlining processes, information, and requests would be helpful.

Q4 What are the three greatest threats to BCJPIA's success over the next 5 years?

Answered: 11 Skipped: 3

- Large verdicts or settlements by one or more members Lack of participation by members. This affects so many areas, including, making sure that entities are doing all they can to minimize exposure to liability
- One would be members not taking the time or money to mitigate risks in their own cities. Another would be members not taking the time to participate in the risk pool. Another would be failing to keep members informed of potential risks coming up and how to mitigate them.
- ability for all members to keep up with costs; natural disasters
- Rising liability awards Availability of carriers in critical lines Economy recession inflation
- -Non-participation by members/lacksidical approach to risk management -City Councils that disagree with counsel from BCJPIA -Continued rising cost of coverage
- 1. cost of coverage 2. lack of engagement from its members 3. data breaches
- *Higher Retention limits - A couple of significant claims could have an impact on a program.
*Succession planning for members (continuing member participation)
- Lack of risk management infrastructure within the member agencies. Police liability -- bad press Turnover of staff and board member
- Constant regulatory changes can create compliance challenges and operational burdens, impacting service delivery. Rising healthcare costs may strain financial resources, complicating the maintenance of affordable coverage. Rapid technological advancements could disrupt systems, risking service quality and competitive edge. Proactive management of these threats is vital for BCJPIA's success.
- Large claims due to natural disasters/environmental risks.
- The rising cost of claims

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Q5 If BCJPIA started one new service or program in the next three years, what would it be?

Answered: 8

Skipped: 6

- Disaster insurance, but this might not be entirely feasible given the costs involved.
- Good question. The risk assessment is helpful.
- How about a quarterly newsletter which could be shared with council in layman terms with information that covers insurance topics & trends, and info about BCJPIA
- None that comes to mind
- Best practice
- *Catastrophic Risk *Risk Management 101
- I would like to study self-insured earthquake coverage
- Consider launching a health-related program to improve member access to resources, and help reduce overall claims costs.
- Streamline the reporting process, issuance of insurance certificates that don't seem to get to the recipients or are unknowingly not renewed.

Q6 Give an example of a program or service BCJPIA does very well.

Answered: 11 Skipped: 3

- I am so happy you brought on Tracy Berry. She did two training sessions for our staff on contract risk transfer and insurance documents. She has already been so helpful to Pleasanton. We are really looking forward to the suggestions she makes to the pool and Pleasanton will be updating all of our template agreements. I think Jaesa and her team are fantastic! They are always looking forward and being proactive rather than reactive. I love all of the things we accomplished in this last year, and I feel confident we will continue to improve the pool in the years to come.
- The worker's compensation program and staff is stellar.
- Claims process is done well (responsiveness, legal resources, recommendations, etc..)
- Workers comp workshops
- BCJPIA Litigation team is fantastic at addressing issues
- search and review of insurance coverage, trends and risks.
- Risk Control Services - education/trainings, etc.
- Work comp
- Contractual Risk Transfer-
- Safety and risk control. Help with cyber security.
- Providing the opportunity to participate in training.

Q7 Does your agency have up-to-date risk management practices in place, and if they could be enhanced, how can we help you (Please be specific)?

Answered: 10 Skipped: 4

- I'm not sure. The question is broad. Perhaps we could use a training on this.
- Yes and no. We do rely heavily on Bay Cities for advice, but an update to our risk control policy would be extremely beneficial.
- I think having regularly scheduled meetings with Town admin staff and BCJPIA (quarterly or at least twice a year) would help us ensure we are up to date on current risk management practices and identify needs for Town
- No - It would help to see what other cities do as examples
- Mostly, more opportunities for one-on-one guidance from Risk Management experts
- 1. Review of risk management practices and policies to ensure can address current trends 2. provide best practice recommendations
- Our risk management practices are a little out-of-date and could use a refresh.
- I would love to have some sort of audit done. I would like to think we are up to date, but...
- We have some, but we could probably benefit from an outside perspective to ensure everything is up to date.
- Assist with policy review and gaps.

Q8 What is BCJPIA's competitive advantage?

Answered: 9

Skipped: 5

- Strong, responsible members. Strong staff like Jaesa, Will, etc. The only thing that concerns me is that it seems like more and more members are less engaged. The world of zoom and virtual meetings makes this harder, but I recognize it's also much easier for all members.
- The members. Members, for the most part, are very involved with BCJPIA. Another thing is that each member agency has a seat at the table giving each agency skin in the game.
- Value in being responsible to each other; leveraging and sharing of resources and
- Fairfax is a member... ha-ha 😊 Active and informed board ha-ha (no really!)
- The participation and commitment of all members to address risk and ensure that the pool is able to manage claims that do come in. As well, the small nature of the pool ensures that each member is able to have influence and say over what happens in the pool.
- pool coverage is an advantage for smaller agencies
- Generally, the risks are similar among the members.
- The staff and the involvement of members from other cities to facilitate discussions about issues that others may also be experiencing.
- Relatively small JPA with members of similar interests.

Q9 Is there a service or program that BCJPIA should no longer spend resources on?

Answered: 12 Skipped: 2

- I'm not sure, but it might be helpful to know what services members are not taking advantage of. Perhaps that is because it's not particularly useful, or perhaps it's because members don't know it's being offered.
- I don't think so. Each program offered is very valuable.
- None come to mind
- None that I can think of
- can't think of any
- No, the services/programs in place are currently benefiting the membership.
- I cannot think of anything.
- I can't come up with anything specific.