

## NEW POSITION COVER FORM

This is a request for a new position.

Department/Facility: Human Resources

Subdepartment/Unit: \_\_\_\_\_

Proposed Job Title: Safety Coordinator

Requested by: Terri Palm, HR Director

**Please provide a brief summary of the purpose and duties of the new position.**

Conduct trainings informing employees of company health and safety plans and promoting safe practices. Develop company health and safety plans and policies, and manage programs that ensure safe working conditions. Inspect company equipment and property to ensure compliance with health and safety standards. Work with Benefits Administrator and managers to review accident reports and identify strategies for preventing future accidents.

**What are the consequences if this position is not approved?**

The County as a whole faces a liability by not having current policies and procedures, a proper training and records program, a coordinated or centralized means of various smaller departments to access this information. The County must follow the rules set forth under the Wisconsin Administrative Code, Chapter SPS 332, under the Department of Safety and Professional Services. Just as OSHA conducts safety audits in the private sector, so does the DSPS in the public sector. Should a horrific accident occur, and the County did not have policies and procedures, or training conducted, there would be financial consequences, not to mention the damage to the reputation of Jefferson County.

**How would this position be funded?**

Primarily tax levy. Please note that in the 2013 budget there was \$15,000 added in consulting (Professional Services) for using 15% of a position (6 hours/week) that was going to be hired by WMMIC and shared among three counties. Unfortunately, that venture was unsuccessful.

**Please state the position or person previously responsible for the duties being performed by the new position, and the degree of involvement/responsibility this position will still have.**

I would not anticipate this position to do more than coordinate with policies/training at Highway. However, other departments of Central Services, Parks, Human Services, Fairgrounds, Health and Sheriff all have someone who work on these duties separately, definitely duplicating efforts. I don't believe any of them have the extra time that will be needed to update new requirements that will be effective in 2014, and one person coordinating this would save them time.

**Managing Risk and Insurance  
Enterprise Risk Management (ERM) & Why Your  
Municipality Should Have a (dedicated)  
Risk Manager**

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This document will detail the importance of the position of **Risk Manager** for your municipality, the benefits of utilizing **ERM** and a recommend a reporting structure for ERM.

This document is not my opinion, even though I share many of the positions, it is a proven method for risk management within your municipality.

Risk is an ever-present threat to your personal financial stability as well as the stability of your municipality. The basic risk management process involves these steps.

1. Identify and Analyze Exposures
2. Examine Risk Management Techniques
3. Select Risk Management Techniques
4. Implement Risk Management Techniques &
5. Monitor Results

The question to ask is, "Does your municipality have the expertise and/or staff to perform these functions?"

The economy has created a catch-22 for many municipalities who want to keep their best employees and critical positions; but they are put in a position to reduce their budgets and leave necessary staff positions unfilled. In many cases, positions are misunderstood, over-analyzed for effectiveness or combined with other positions and responsibilities. One of those critical positions is that of the Municipal Risk Manager. I will point out in this document that the Municipal Risk Manager is one of the most important positions your for your municipality and often the one most misunderstood.

An error or omission on your insurance needs, risk management or loss control efforts could cost your municipality hundreds of thousands of dollars if not more. The average municipal employee (even the skilled financial and

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legal professionals) has little knowledge of insurance contracts or how those contracts work with various exposures to loss.

Many municipal officials and managers have little knowledge or understanding of *Risk Management, Loss Control* or the roles and skills required of a professional Risk Manager.

In its' simplest form, one should consider the exposure to loss at the municipal level as every single action that takes place on municipal property, performed by a municipal employee (directly or indirectly), by a citizen interacting with a municipal employee or on municipal property or as a result of a municipal action.

County boards or supervisors are aware of the obvious exposures to loss from workers compensation, health insurance, liability and auto insurance. But within those coverages; does your municipality understand:

- The coverage document
- Claim reporting requirements
- The consequences of late claim filing
- How to determine what insurance limits should be carried
- How to determine an appropriate deductible or self-insured retention
- If your municipality should self-insure or not
- The statutory tort caps that protect your municipality
- The statutory immunities that protect your municipality
- The case law that supports your decision making
- The statutory reporting requirements for various claims

There are many types of insurance that many municipalities do not even realize they need, or believe they are covered elsewhere. Those can include but are not limited to the following:

- General Liability
- Auto Liability
- Police Professional Liability

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- Public Officials Liability and Errors and Omissions
- Workers Compensation
- Umbrella or Excess Liability Coverage
- Employment Practices Liability
- Boiler and Machinery
- Property
- Pollution
- Special Events Coverage
- Bonds – Surety, Public Employee Blanket Bond, Public Official Bonds
- Commercial Crime Coverage
- Nursing Home Liability
- Underground Tank Storage Liability
- Medical Mal Practice
- Professional Liability
- Railroad Protective
- Special Flood Insurance

There may be others or specific coverages needed based on the municipality. Within each of the above, a decision has to be made on all of the questions previously mentioned as it relates to limits and retentions.

Many municipalities rely on their corporation counsel to be the resource for many risk management issues. The reality is that many Corporation Counsels are not professionally trained in risk management and are often ill prepared to be the insurance professional for your municipality much less have the time to adequately deal with these (time consuming) issues. Most are well equipped to respond to liability claims or litigation requirements to defend your municipality; and that is a small part of the overall risk to your municipality.

Many professional Risk Managers also work with an insurance agent, broker or consultant. In lieu of a Risk Manager, many municipalities rely solely on this third party. This is not generally a recommended practice. Although most are ethical and required to act ethically; the brokers or agents

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livelihood is based on a commission paid by the municipality. They have no stake in the financial condition or success of the municipality.

Avoidable mistakes are made because of the lack of knowledge of insurance and risk management techniques. One major problem that exists with municipalities that do not have a professional Risk Manager is complacency; just continuing to purchase insurance or renew policies year after year without appropriate analysis of present and future risks, limits, legal changes, etc. You may hear;

***“that is what we have always had, we are just renewing”.***

All exposures and insurance policies need to be analyzed on an annual basis to determine “how” the exposure to loss has changed or been eliminated.

The role of the Risk Manager is to also manage the agent/broker and in turn manage the potential exposures they pose.

The Risk Managers’ role is to

### ***Identify, Control, Avoid or Transfer Risk***

limiting the exposure of loss to your municipality. Ideally, your Risk Manager will be involved in management of other programs such as those below.

- Health and safety programs in the work place
- Crisis management
- Internal audits
- Financial management
- Corporate security and executive protection
- Fleet maintenance
- Supervisory Training
- Workers Compensation Training
- Safety Programs and Training

### **What Does Insurance Pay?**

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In most cases, insurance will only pay a portion of a claim. Not every claim received by a municipality will be covered by insurance.

### **What we “don’t know we don’t know” can get very expensive!**

Direct costs are sometimes obvious, but a skilled and experienced Risk Manager can plan and manage the indirect costs which can be larger than the actual direct loss. What is the true cost of an auto accident or workers compensation claim? It is the Risk Management professional’s role to understand the consequences of a claim and work with municipal employees, the insurance company and other experts to manage the collateral damage.

The previous discussion has laid out a lot of good points and reasons why your municipality should have on your staff a professional Risk Manager. But, let’s talk money. What is the cost and how can you justify that position.

Below are more specifics on why you need a Professional Risk Manager.

- You purchase the wrong limit or are underinsured.
  - Underinsuring any exposure without the understanding of the cost to do so can cost your municipality a lot of money.
- You miss a needed policy for a special event.
  - Failure to have coverage for a special event or require a vendor to have the appropriate coverage will expose your municipality.
- You purchase “actual cash value” instead of “replacement value” for your fleet.
  - A totaled highway vehicle may have an actual cash value of \$22,000 and a replacement value of \$70,000.
- Your liability limit is too low.
  - Any specific liability limit needs to be adequate to cover your exposures. Court decision and/or judgments can be significant.
- Your retention is too high or too low.

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- Can you absorb a \$10,000 deductible or a \$200,000 self-insured retention (SIR), or do you require first-dollar coverage.
- Do you understand the difference between a SIR and a deductible?

A typical Risk Management Professional can expect to cost your municipality about \$65,000 to \$95,000 (base pay) for an experience professional. This is a payback that your municipality will get back many times annually based on the above examples.

### **Enterprise Risk Management**

Enterprise risk management is the expansion and extension of the risk management process for your municipality. ERM is the process of planning, organizing, leading, and controlling the activities of an organization in order to minimize the effects of risk on an organization's capital and earnings. Enterprise risk management expands the risk management process to include not just risks associated with accidental losses, but also financial, strategic, operational, and other risks.

One of the key elements of utilizing ERM is the reporting structure that allows this process to work. Risk Managers who report to the Finance Director or the HR Director tend to be less effective than one who reports to the County Administrator or his/her Deputy or other executive without the hindrance of many department heads.

The Risk Manager's ability to effectuate change without going through multiple department head layers is critical for a municipality to reap the benefits of ERM. Two of the most common challenges for ERM are identifying an Executive Sponsor and identifying your municipalities "risk appetite".

A good Risk Manager needs to be able to work at a strategic level and communicate effectively with all levels in your municipality. A comprehensive ERM Plan developed in conjunction with department heads

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and in conjunction with your municipality's vision and mission is critical to the success of the plan.

**Conclusion**

As an insurance professional, I recommend every municipality should either have a Risk Manager or share this position with another municipality. Utilizing ERM also proves to be beneficial to any municipality.

Furthermore, your insurance company and/or consultants will look favorably on this and many companies take this into consideration in the underwriting and pricing process.



## **SAFETY COORDINATOR**

### **DEFINITION**

Under direction of the Risk Manager; develops, implements and coordinates occupational health and safety programs for Dane County. Assists county departments, safety committees, managers and employees in identifying and resolving occupational health and safety issues and ensures that county-wide programs are implemented and maintained. Receives and disseminates health and safety information to the appropriate staff. Conducts accident and risk investigations and serves as staff support to various committees and/or work groups which may be created. Performs related work as required.

### **EXAMPLES OF DUTIES**

Develops, implements and coordinates safety programs with all county departments; collects and analyzes data on safety hazards with questionnaires, personal interviews, on-site observations and review of accident and injury records; prepares a variety of statistical and other reports based on available data, on causes and prevention of accidents and injuries; serves as technical expert on applicable federal, state and local occupational health and safety laws, rules and regulations which includes communicating information to departments as needed, coordinating associated compliance and reporting activities; receives, reviews and responds to employee complaints, questions and concerns on occupational health and safety issues; works with all employees, unions and departmental management in the promotion of better occupational health and safety practices; provides counseling and training as needed; reviews develops and recommends procedural changes when appropriate; prepares necessary reports and communications to managers, employees and safety committees on safety and occupational health issues; implements and delivers training programs; assists departments with setting priorities and evaluates the effectiveness of departmental safety programs; assists managers and other county staff in developing safety policies, safety procedure manuals and related work rules as needed; identifies and acquires necessary training and informational materials; develops incentive programs to strengthen employee involvement and commitment to occupational health and safety goals; conducts investigations of accidents and injuries; provides assistance to the Risk Manager and other appropriate bodies in the development of policies, procedures and programs designed to reduce the incidence of job-related accidents and illnesses, identifies and eliminates safety hazards and encourages safe working habits and environments; serves as staff to the County Safety Committee; maintains OSHA logs and related files; prepares educational and public informational material; attends a variety of meetings related to safety.

### **EMPLOYMENT STANDARDS**

Education and Experience: A degree in the field of Safety or a related field or any combination of training and experience equivalent to a bachelor's degree in occupational health and safety or related field and three years of responsible administrative experience in the operation of a program in an occupational health and safety field. Experience must include two years of significant involvement in safety program development, implementation and monitoring and safety hazard identification and resolution.

**(OVER)**

**SAFETY COORDINATOR (continued)**  
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**Knowledges and Abilities:** Knowledge of administrative practices and procedures required for the management of an occupational health and safety program. Knowledge of the principles and laws concerning occupational health and safety. Knowledge of safety hazard techniques and statistical methods for analyzing accident and injury data. Must have the skills to organize, recommend on the purchase and/or prepare and present safety training courses. Ability to write policies and procedures. Ability to organize and revise safety programs in a variety of work environments. Ability to write and present proposals in a clear and concise manner. Ability to establish and maintain effective working relationships with federal, state and local agencies involved in occupational health and safety. Ability to detect unsafe working or operating conditions and safety training needs. Ability to perform ergonomic assessments. Ability to use various testing/monitoring equipment including air sampling equipment.

**Special Requirements:** Possession of or ability to obtain a valid Wisconsin driver's license. A safe driving record is required.

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8/28/96

## John Molinaro

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**From:** Margaret Burlingham <mburling@centurytel.net>  
**Sent:** Wednesday, September 11, 2013 7:53 AM  
**To:** Jennifer Hanneman; James Braughler; Jim Mode; John Molinaro; Richard Jones  
**Subject:** Farmland Easement Commission Budget Request

Dear Finance Committee Members,

The Jefferson County Farmland Easement Commission has made a budget request of \$50,000 for the purchase of agricultural conservation easements. As chair of the Commission, I would like to ask you to support this request for the following reasons:

The Commission was charged by the County Board with permanently protecting farmland through voluntary easements.

We are very grateful for the funding we have received from the sale of County-owned farmland for other purposes.

We can leverage every dollar of County money through the use of matching grants from the USDA Natural Resources Conservation Service (NRCS), the WDNR in some cases, partial donations of easement value by the farmer or landowner, other conservation group grants, and the Wisconsin Working Lands Program if purchase of easements is reinstated at some point.

\$50,000 from the County could protect a farm with an easement worth \$200,000 or more and permanently retire approximately three building sites. With annual funding we could permanently protect one farm a year.

We will be closing on two easements this year and have a waiting list.

Farmers usually reinvest the money in their operation, buy more land, or use it for estate planning purposes, cycling the money through the local economy.

Farmland generates more in property tax dollars than it takes in County funds to service that property.

Productive farmland is a treasure that provides us with food, fuel, and fiber, replenishes our drinking water aquifer, provides habitat for wildlife, supports our economy, and maintains the quality of life that Jefferson County residents enjoy.

Jefferson County is a leader in land use planning and this is a tool recommended in the Agricultural Preservation and Land Use Plan.

I'm sorry I cannot attend today's hearing. Please feel free to contact me if you would like more information.

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