

TRINDEL INSURANCE FUND

STRATEGIC PLAN

Draft: February 14, 2002

Mission Statement

Trindel Insurance Fund meets the needs of the public, member counties and employees through stable, cost effective risk financing mechanisms for selected property, workers compensation, liability and other coverages. Trindel manages programs to assure fiscal soundness, superior service, stability of cost and effective loss prevention.

Vision Statement

Trindel Insurance Fund is an innovative cost-conscious joint powers authority providing leadership in loss prevention and coverage. It is financially sound and successful by providing member benefits through:

- Excellent coverage management,
- Loss prevention and educational programs,
- Effective management information, and
- Pro-active to changes in its operating environment.

Strategic Directions

Strategic Direction #1:

Trindel is pro-active...
... to the emerging needs of its membership.
... to the changes affecting Trindel.

Strategic Direction #2:

Trindel is an information-based organization...
... that provides information to make sound decisions.
... that acquires and disseminates information.

Five Year Goals

I. Administrative Goals

- A. Ensure that Trindel is a sound, stable and responsive organization.
- B. Ensure that Trindel is a cost-effective and competitive organization.
- C. Ensure that Trindel is a conduit for information exchange.
- D. Ensure that Trindel is prepared for membership growth.

II. Program Goals

- A. Trindel is committed to loss prevention programs.
- B. Trindel is committed to reducing program losses and exposures.
- C. Trindel will have a flexible and informed claims management process.
- D. Trindel is prepared for program growth.

Goals, Objectives and Action Plans

I. Administrative Goals

A. Ensure that Trindel is a sound, stable and responsive organization.

One-Year Objectives - None

Five-Year Objectives

1. Conduct a review of Trindel's by-laws.

Action Plan Steps:

- a. First review to occur in February 2005.

On-Going Objectives

1. Write accounting and operational policies and procedures for Trindel.

Action Plan Steps:

- a. Executive Director identifies policies and procedures needing to be written.
- b. Board adopts policies and procedures at February 2003 meeting.

2. Each Trindel member sends a voting representative to all EIA meetings.

Action Plan Steps:

- a. Executive Director e-mails all members about upcoming meetings.
- b. Safety Officer places upcoming meetings on Trindel website.

3. Each Trindel member sends a voting representative to all Trindel Board meetings.

Action Plan Steps:

- a. Executive Director e-mails all members about upcoming meetings.
- b. Executive Director e-mails Board attendance record annually to members.

4. Each Trindel member sends a representative to all Trindel committee meetings and Trindel sponsored trainings.

Action Plan Steps:

- a. Executive Director e-mails members about upcoming meetings and trainings.
- b. Safety Officer places this information on Trindel website.

5. At least four Trindel members serve on Excess Insurance Authority committees with specific emphasis on the Primary Workers Compensation Committee and the Executive Committee.

Action Plan Steps:

- a. Executive Director informs members of committee vacancies or turnovers.
- b. Executive Director actively recruits Trindel members for membership on CSAC-EIA committees.

6. Work through California State Association of Counties, Regional Council of Rural Counties, CSAC-EIA, state legislative representatives and county lobbyists to affect legislation and regulations, when necessary.

Action Plan Steps:

- a. Executive Director encourages members to participate in organizations that affect legislation and regulation.
- b. Executive Director e-mails all members about upcoming issues and meetings.

7. Review and maintain Trindel's established policies and procedures.

Action Plan Steps:

- a. Executive Director and members identify policies and procedures that need to be reviewed or developed.
- b. Executive Director and/or the Executive Committee shall review and/or develop identified policies and procedures and recommend appropriate revisions, changes, new policies and procedures to the Trindel Board at its next meeting.
- c. Safety Officer places policies and procedures on Trindel website.

B. Ensure that Trindel is a cost-effective and competitive organization.

One Year Objectives

1. Evaluate effectiveness of Trindel's Loss Prevention Subsidy Program.

Action Plan Steps:

- a. Discuss at May 2002 board meeting.

2. Executive Director investigates market for new property/liability Third Party Administrator, if needed.

Action Plan Steps:

- a. Executive Director gathers Request For Information (RFI) from several property/liability Third Party Administrators by May 2002.
- b. Board reviews RFI's by May 2002.
- c. Board makes Third Party Administrator selection by July 2002.

On-Going Objectives

1. Research, investigate and develop new programs in response to emerging trends and issues and at members' requests.

Action Plan Steps:

- a. Members advise the Executive Director.
- b. Executive Director advises the Board.
- c. Board takes action deemed appropriate.

2. Evaluate effectiveness of Trindel's Loss Prevention Program.

Action Plan Steps:

- a. Annually the Board performs an evaluation of the Executive Director and Safety Officer.

3. Analyze Trindel's insurance programs comparing insured program(s) to self-insured program(s) and/or combinations thereof.

Action Plan Steps:

- a. Executive Director analyzes programs and reports this analysis to the Board, as requested and/or as deemed prudent by the Executive Director; these reports are to include conclusions and recommendations.

4. Annually review the performance of Trindel's legal firms.

Action Plan Steps:

- a. Executive Director conducts a performance review process by the February/March Board meeting.

C. Ensure that Trindel is a conduit for information exchange.

One-Year Objectives

1. Safety Officer establishes an inventory of member safety policies and procedures on Trindel website.

Action Plan Steps:

- a. Staff completes the inventory by December 2002 Board meeting.

2. Update Trindel's Annual Report and define what sets Trindel apart.

Action Plan Steps:

- a. Executive Director updates Annual Report to include value added items.
- b. Executive Committee reviews updated Annual Report and Board considers this at October 2002 meeting.

On-Going Objectives

1. Trindel staff provides members with informational presentations, upon request.

Action Plan Steps:

- a. Executive Director and Safety Officer make presentations, upon request, to member Board of Supervisors.
- b. Staff holds annual meeting with Department Heads at every member site.
- c. Staff provides orientation to new Trindel Board members and County Administrative Officers.

2. Keep Trindel website current.

Action Plan Steps:

- a. Trindel Staff updates website monthly.
- b. Safety Officer establishes a list serve and removes message board system.

D. Ensure Trindel is prepared for membership growth.

One Year Objectives

1. Staff drafts formalize board policy on accepting new members.

Action Plan Steps:

- a. Executive Director presents policy to board at May 2002 meeting for approval.

On-Going Objectives - None

II. Program Goals

A. Trindel is committed to loss prevention programs.

One Year Objectives

1. Develop tracking software to maintain the Incident/Hazard reports.

Action Plan Steps:

- a. Safety Officer develops or purchases software and provides training to member by February 2003.
- b. Safety Officer develops way to share information among members by February 2003.

2. Trindel requires each member adopt the following policies: sexual harassment, workplace violence, ADA, Illness and Prevention Program and driver training.

Action Plan Steps:

- a. Members give Safety Officer policies (electronic) by June, 2002.
- b. Safety Officer monitors progress of counties in meeting policy adoption and submission deadlines by June, 2002.

3. Trindel develops certificate program in leadership and supervision training.

Action Plan Steps:

- a. Trindel board adopts training approach at May 2002 meeting.
- b. Staff implements certificate training program by September 2002.

On-Going Objectives

1. Trindel improves loss prevention training and resources for members.

Action Plan Steps:

- a. Loss Prevention Committee annually provides recommendations to the Board for loss prevention programs and training.
- b. Board considers Loss Prevention Committee's recommendations for loss prevention programs and training and provides necessary funding.
- c. Safety Officer supports members in their loss prevention endeavors.
- d. Semiannually Safety Officer provides training to Loss Prevention Committee.

2. Safety Officer provides recommendations to members to reduce work place injuries and illnesses.

Action Plan Steps:

- a. Safety Officer analyzes the Incident/Hazard reports.
- b. Safety Officer assists members with Incident/Hazard report investigations, when requested.
- c. Monthly members provide Incident/Hazard reports to Safety Officer.

3. Trindel provides assistance to members in complying with emerging government mandates for the workplace, at the direction of the Board.

Action Plan Steps:

- a. Trindel monitors pending legislation and regulations.
- b. Members inform Trindel staff of emerging government mandates.
- c. Trindel keeps members informed of pending and implemented government mandates and regulations.

4. Support and encourage members to make safety a priority for their managers, supervisors and employees.

Action Plan Steps:

- a. Trindel sets an example for safety as a priority.
- b. Trindel encourages members to include safety in employee performance evaluations.
- c. Trindel Board Members should attempt to obtain the support of their respective County Board of Supervisors.
- d. Members inform managers of their legal responsibilities.

5. Safety Officer supports training for new and current employees in sexual harassment, workplace violence, ADA, Illness and Injury Prevention Program and driver training.

Action Plan Step:

- a. Safety Officer monitors on-going training.
- b. Safety Officer provides resources as requests.

6. Safety Officer up-dates the required list of policies and place on Trindel website.

Action Plan Steps:

- a. Safety Officer identifies, compiles and distributes sample training policies.
- b. Safety Officer monitors list of policies.

7. Evaluate effectiveness of Trindel's Loss Prevention Program.

Action Plan Steps:

- a. Board evaluates each county's Loss Prevention Program.

B. Trindel is committed to reducing workers compensation losses.

One-Year Objectives

1. Trindel assists in the establishment of a return to work policy.

Action Plan Steps:

- a. Trindel provides information and education to members.

2. Executive Director develops guidelines for reporting liability and property claims and delivers training to members on guidelines.

Action Plan Steps:

- a. Executive Director completes guidelines by May 2002.
- b. Executive Director publishes guidelines on Trindel website by October 2002.
- c. Executive Director and Third Party Administrator provide training to members by October 2002.

3. Executive Director revises Third Party Administrator agreement to include all services, new reporting guidelines and ownership of database.

Action Plan Steps:

- a. Executive Director presents revised agreement to board at July 2002 meeting.

On-Going Objectives

1. Support incentives to encourage wellness programs.

Action Plan Steps:

- a. At the discretion of the Board, Trindel appropriates available funds for wellness programs.

2. Trindel conducts annual loss prevention evaluations on members.

Action Plan Steps:

- a. Safety Officer reviews annual loss prevention evaluation with member.
- b. Safety Officer makes recommendations for improvement.

3. Trindel maintains loss prevention subsidy program.

Action Plan Steps:

- a. Trindel Board annually appropriates funds for the loss prevention subsidy.
4. Trindel continues annual evaluation process to review Third Party Administrator's performance.

Action Plan Steps:

- a. Executive Director annually sends out evaluation forms for members to complete and return, at the time requested, to the Executive Director.
 - b. Third Party Administrator's performance review is done annually by the Board at the February/March meeting.
5. Members submit timely claims, reports and supporting documentation to Third Party Administrator.

Action Plan Steps:

- a. Third Party Administrator reports to Executive Director on untimely submittal of claims, reports and supporting documentation.
- b. Executive Director takes appropriate action and/or notify the Executive Committee if problem(s) persist.

C. Trindel will have a flexible and informed claims management process.

One Year Objectives - None

On-Going Objectives

1. Third Party Administrator provides reports annual June 30th and as requested by Trindel members and staff.

Action Plan Steps:

- a. Members assure reports are received from Third Party Administrator in a timely manner.
- b. Members contact Executive Director if reports are not received, or are not timely.
- c. Executive Director investigates the situation and takes appropriate action.

2. Third Party Administrator holds periodic training and annual file reviews for members.

Action Plan Steps:

- a. Members coordinate training and file review schedule with Third Party Administrator.

3. Staff analyzes loss runs and reports recommendations to the Board to effect changes as needed.

Action Plan Steps:

- a. Staff presents report, with recommendations, annual Board at October meeting.

D. Trindel is prepared for program growth.

One-Year Objectives – None

On-Going Objectives

1. Research new programs as they become available.

Action Plan Steps:

- a. Work with CSAC-EIA, Robert F. Driver Company and others.