TRINDEL INSURANCE FUND

NEW MEMBER HAND BOOK

ROAD MAP

The evolution of Trindel Insurance Fund over the last 37 years; our current roll and services and future planning.

David Nelson
Executive Director

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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:

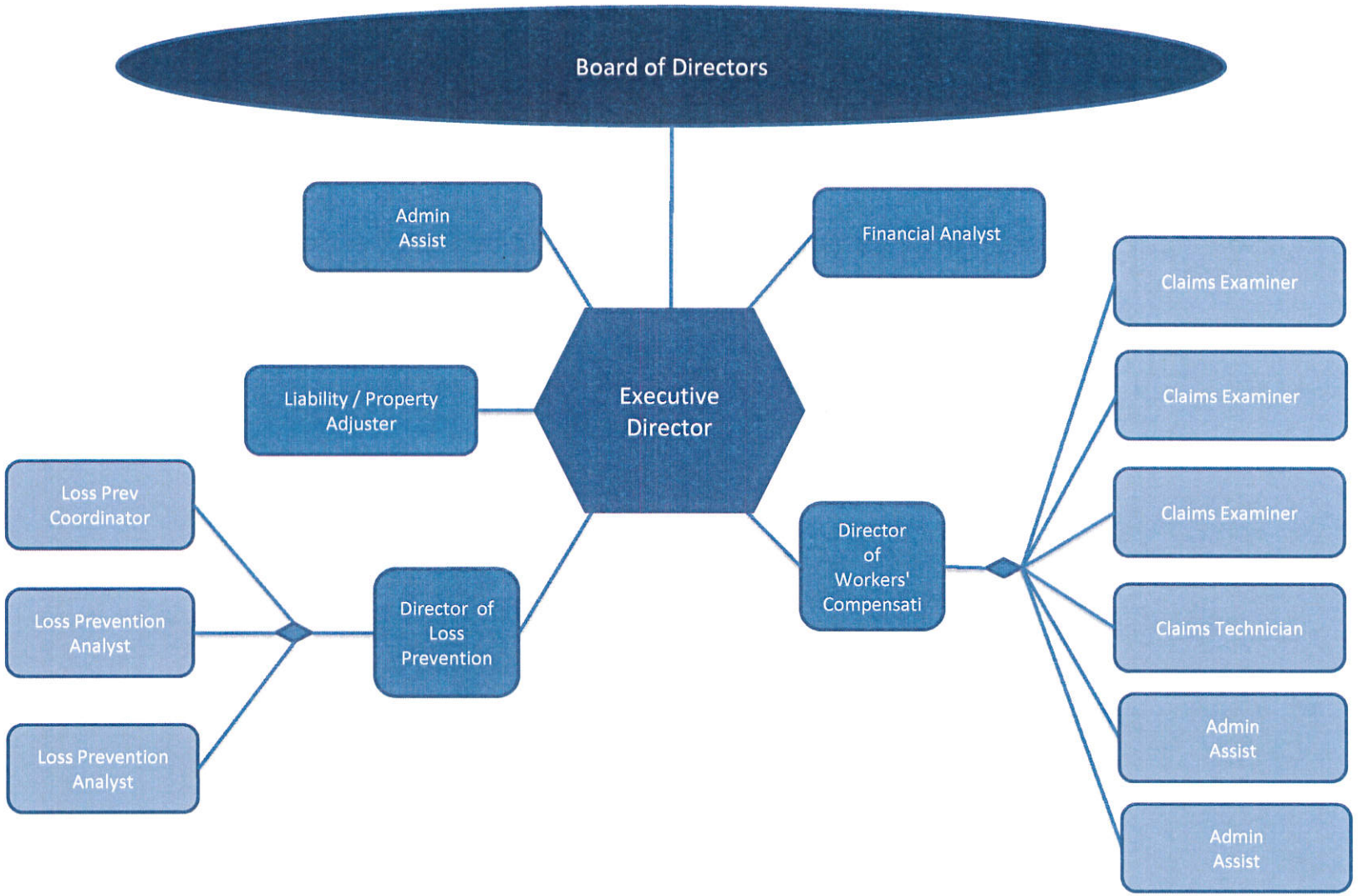
Excellent coverage management,

Loss prevention and educational programs,

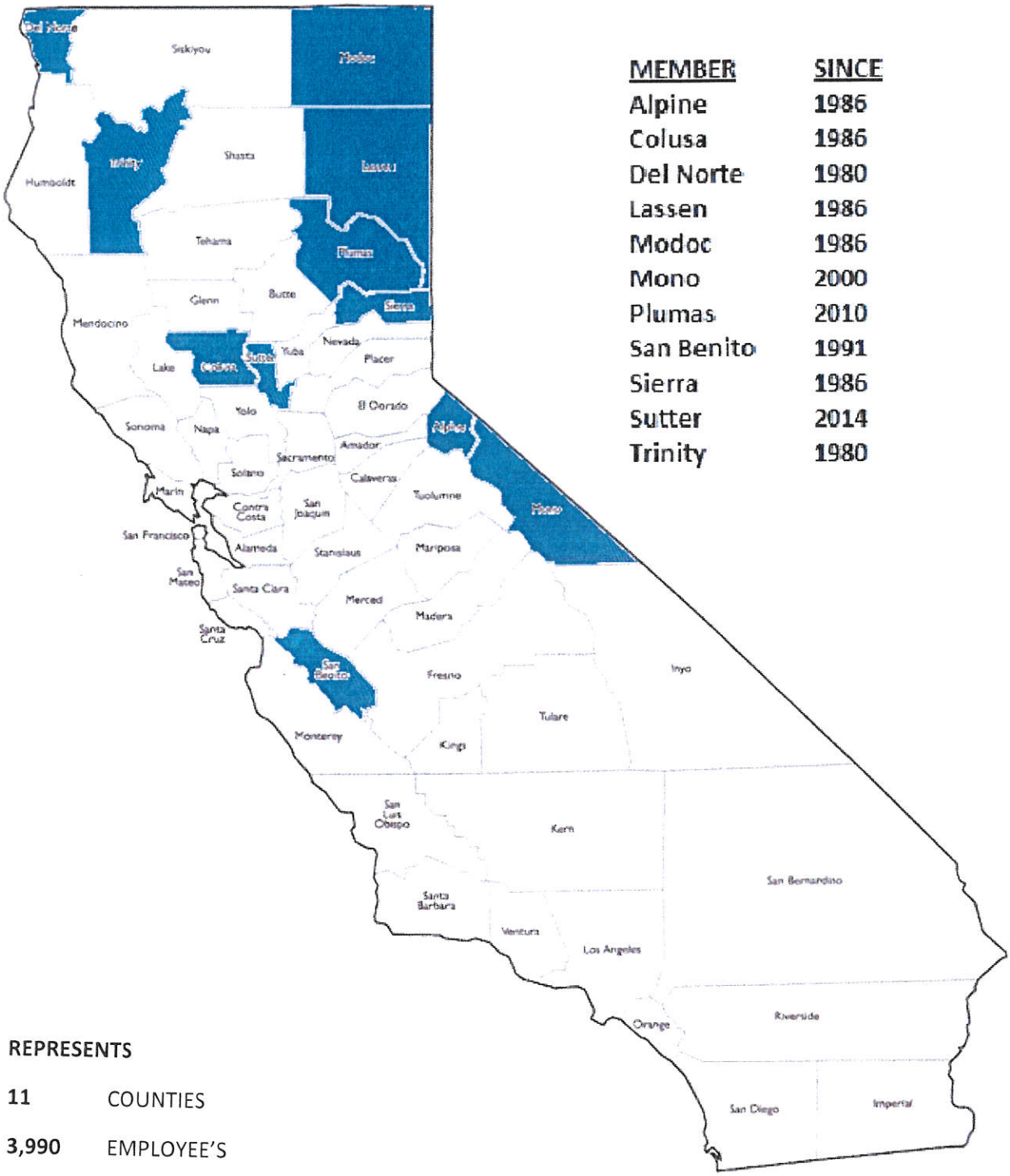
Effective management information, and

Pro-active to changes in its operating environment.

Trindel Organization Chart



MEMBER MAP



MEMBER	SINCE
Alpine	1986
Colusa	1986
Del Norte	1980
Lassen	1986
Modoc	1986
Mono	2000
Plumas	2010
San Benito	1991
Sierra	1986
Sutter	2014
Trinity	1980

REPRESENTS

11 COUNTIES

3,990 EMPLOYEE'S

294,078 POPULATION SERVED

Profile

Trindel Insurance Fund (Trindel) is a Joint Powers Authority established pursuant to California Government Code Section 6500 et. seq. Membership is limited to California counties. Trindel is dedicated to assisting the insurance needs of its members by providing the most stable, cost-effective, risk-financing mechanisms; insurance program monitoring; claims handling; and loss prevention services available. Trindel was originally formed by Del Norte and Trinity counties in 1980. Trindel has since then expanded with the addition of five (5) counties (Alpine, Colusa, Lassen, Modoc and Sierra) during the insurance crisis of the mid- 80s. Trindel added San Benito County in 1991, Mono County in 2000, Plumas County in 2010 and Sutter County as of July 1, 2014. At Trindel's January 2014 board meeting the Board of Directors prepared for growth in services and membership through a strategic planning session. As of January 1, 2016 the members employed 3,990 staff to serve a population of 294,078.

Trindel's daily operations are managed by an Executive Director under the general direction of the Board of Directors, consisting of one voting member from each county and generally meets three times a year. There is also an Executive Committee that includes the Board President, Board Vice-President and two at large members, which meets as needed. Due to the small number of members, all policy decisions are made by the Board with implementation and initial enforcement of the policies handled by the Executive Director. Trindel was originally formed for the purpose of gaining size as leverage in the market place for the purchase of insurance/reinsurance; and, if necessary, to pool resources in hard market times. Trindel continues with this purpose today.

In concept and practice Trindel is a banking arrangement with its members wherein, over time, each member is fiscally responsible for its own losses and costs. All members share the Administration and Safety Officer costs equally. Trindel acts as the cash flow mechanism for the members. Should a member be responsible for several large losses in any given year or time period the pooled cash will pay the bills and the member will, over time, repay Trindel. Trindel uses its ability to combine the size of the members in order to obtain better insurance and pricing for selected insurance programs and the purchase of services to benefit all members.

The Trindel Board also employs 15 positions, seven in Workers' Compensation claims handling, one Liability /Property Adjusting, four Loss Prevention positions, Financial Analyst, Administrative Assistant, and the Executive Director. The workers' compensation employees provide claims handling for the members. The Liability / Property Adjuster provides oversite and guidance on claims against the counties. The Loss Prevention provides training, safety programs, inspections, etc. to each of the members on a regular basis. Financial Analyst provides fiscal and analytical support as the Administrative Assistant provides clerical support for the Executive Director; the Executive Director provides risk management services for its members and directs the JPA.

Trindel is audited by four different outside agencies. First, a financial audit is performed annually by an outside audit firm. Secondly, a claims audit is performed for both major programs every two years by CSAC EIA. Third, the State Department of Workers' Compensation performs an audit on benefits given to claimants every five years. Lastly, an accreditation audit is performed every three years by CAJPA. Trindel is well recognized in the JPA community. The California Association of Joint Powers Authorities (CAJPA) has set forth rigorous accreditation standards as a model of how a well-run Joint Powers Insurance Authority should operate. Trindel was first accredited on October 1, 1994 and reaccredited on October 31, 1997. Trindel received CAJPA's highest award—"Accreditation with Excellence" on October 31, 2000, 2003, 2006, 2009, 2012, and 2015 respectively.

Members are required to participate in the workers' compensation, liability and property programs along with a lengthy list of safety and loss prevention programs.

Programs

Workers' Compensation Program

The Workers' Compensation Program began in 1980 as a self-insured program with excess coverage until July 1, 1997. With the soft market, at that time, it was decided to fully insure this program through membership in the CSAC-Excess Insurance Authority Primary Workers' Compensation Program (PWC). Trindel continually reviews the Workers' Compensation Program to see if there are more cost effective alternatives (i.e. regularly looking at the level of self-insurance). The Board determined it was in the members' best interests to withdraw from the PWC effective July 1, 2008. The members started self-insuring for the first $125,000 of each occurrence. July 1, 2012 the members decided to be self-insured at $300,000 level of each occurrence. Excess insurance is purchased above this self-insured layer through the CSAC-Excess Insurance Authority's excess workers' compensation program. The members are still subject to assessment for all the PWC Program years. There were assessments in the PWC of $915,044 during the 02-03 year and $690,620 during the 04-05 year for all prior years for the Trindel members. There was an assessment by CSAC-EIA on the Excess Workers' Comp Program (EWC) in the amount of $473,810 which the Trindel members paid in the 04-05 year. Mono and Plumas Counties are the only members that have always maintained an initial level of self-insurance, ($125,000 per occurrence) with excess above that layer. Trindel provides for an annual actuarial study to determine the necessary annual premium and to attain a reserve for claims at the 90% confidence level. Reserves are currently booked at the expected 50% confidence level. Starting April 1, 2012 workers' compensation program and claims are administered in house by Trindel. On April 1, 2015 Trindel purchased a claims software from JDI to help process claims. All members participate in the Workers' Compensation Program.

Liability/Property Program

The Liability/Property Program began in 1985 as a self-insured program with excess coverage. The members purchase excess general liability, which includes auto, E & O and employer's liability coverage through CSAC-Excess Insurance Authority to $25 million with a $100,000 Self-Insured Retention (SIR).

Since 1985 Trindel has used third party administrators to handle the claims against members. As of July 2016 Trindel started administrating claims in-house. Trindel administers claims and acted as a clearing house for claims that may have coverage in other areas or have overlapping coverage or issues (i.e. aircraft, boiler & machinery, crime/bond, medical malpractice, pollution and watercraft). Trindel directs the claim to the appropriate insurer and coordinates coverage if more than one policy is impacted. Subrogation is also aggressively pursued where appropriate.

The members purchase excess property insurance through CSAC- Excess Insurance Authority with a $25,000 SIR for real property and a $20,000 SIR for vehicles. The coverage includes all risk, earthquake, and flood for all members except for Del Norte, San Benito and Trinity Counties that just receive all risk and flood. Del Norte and San Benito both purchase additional earthquake coverage on specific locations to make up for this gap in coverage. The majority of the members purchase replacement cost new coverage for their vehicles and contractors equipment. Appraisals of all locations with a value in excess of $25,000 are completed every five years. The most current appraisals were completed in July 2014. The next appraisals will be completed in the summer of 2019.

Trindel provides for an annual actuarial study to determine the necessary premium for each member to attain a reserve for claims, including unpaid and IBNR (incurred but not reported) at the 90% confidence level. Reserves are booked at expected, 50% confidence level. Overall the program is funded at the 90% confidence level. The members are charged a deductible per occurrence for all property losses. The deductible is currently $1,000 per occurrence and there is no deductible for liability. All members participate in the Liability/Property Program with Trindel acting as a bank as it does for all the other programs.

Medical Malpractice Program

The Medical Malpractice Program was implemented at the October 27, 1998 Board meeting as a way for the members to set aside funds for potential deductible losses. Each member is to maintain funds for one deductible payment on deposit with Trindel. All members participate in this program. The deductible is currently $5,000 per claim. San Benito has a $10,000 deductible. Coverage is purchased by the individual members through the CSAC-Excess Insurance Authority, with Trindel simply acting as a bank as it does for all the other programs. Due to the small deductibles and negligible loss history in this program, no actuarial study is done on this program. Trindel pays any deductibles that are due and bills the member for the same amount in the ensuing fiscal years.

Pollution Programs

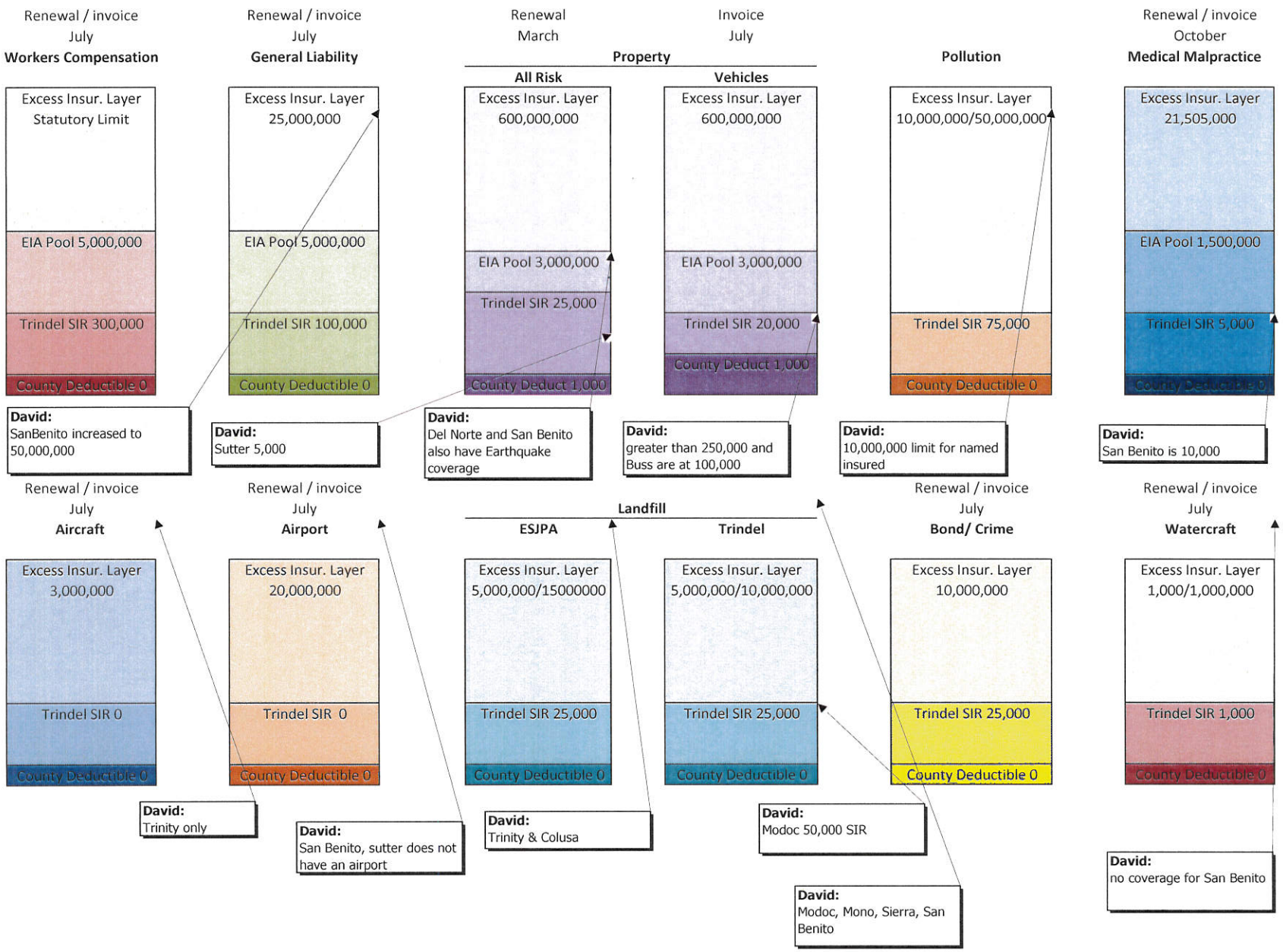
Landfill Program:
The Landfill Pollution Program was started on May 17, 2001 when Trindel Insurance Fund purchased a pollution policy for landfill coverage for those members that did not already have a policy. Unlike the other programs, this program is purchased by Trindel and the members are named insureds. Those insured through this policy are Modoc, Mono, San Benito and Sierra Counties. The current policy is a 3 year prepaid policy expiring May 17, 2019. Colusa and Trinity counties have similar policy with ESJPA. Alpine, Del Norte, and Sutter do not operate solid waste departments and Plumas chooses not to have coverage. The deductible is $100,000 per claim.

Other than Landfill Program:
All members have also purchased pollution coverage, for other than landfills, from CSAC-Excess Insurance Authority with a deductible of $75,000. Trindel is simply acting as a bank, retaining deductibles as it does for all the other programs.

Undisbursed Loss Prevention Subsidy Fund

On July 1, 1997 Trindel started a formal Loss Prevention Subsidy Program. The Trindel Board established a Loss Prevention Evaluation review that allows members to get a portion of or their entire undisbursed loss prevention subsidy funds back if they meet certain safety and loss prevention criteria. The subsidy amount each member receives is dependent upon the score they receive on the annual evaluation completed by a Trindel Safety Officer. A score of 80% or higher will allow a member to get their entire undisbursed loss prevention subsidy funds returned to their county, while a member with a score of 50% will get half of their undisbursed loss prevention subsidy funds returned to them, and the other half would be put into the Trindel Undisbursed Loss Prevention Subsidy Fund. That fund will then be equally divided among the eleven counties if 80% is not attained in the following year.

The Leadership Supervisor Training Program (LSTP) was instituted during February 2003. A portion of the Undisbursed Loss Prevention Subsidy Fund is used for the Leadership Supervisor Training Program (LSTP). All members are required to participate in this program as it was established to address identified risk in the area of personnel administration. There has been an increasing trend toward litigation by employees and thus it was felt that by having better trained supervisors we could reduce or avoid this type of litigation. The results of this long term program may be difficult to determine. As with most loss prevention programs it is difficult to quantify what losses may have been avoided. Trindel continues to provide safety and loss prevention services to its members as its primary method of reducing costs. In addition to the funds noted above, members have the risk management subsidies from CSAC-Excess Insurance Authority deposited into this fund as well as $7,000 annually from premium contributions.


Renewal / invoice
July
Workers Compensation
Excess Insur. Layer
Statutory Limit
EIA Pool 5,000,000
Trindel SIR 300,000
County Deductible 0
David:
SanBenito increased to 50,000,000
Renewal / invoice
July
General Liability
Excess Insur. Layer
25,000,000
EIA Pool 5,000,000
Trindel SIR 100,000
County Deductible 0
David:
Sutter 5,000
Renewal
March
Property
All Risk
Excess Insur. Layer
600,000,000
EIA Pool 3,000,000
Trindel SIR 25,000
County Deduct 1,000
David:
Del Norte and San Benito also have Earthquake coverage
Invoice
July
Vehicles
Excess Insur. Layer
600,000,000
EIA Pool 3,000,000
Trindel SIR 20,000
County Deduct 1,000
David:
greater than 250,000 and Buss are at 100,000
Pollution
Excess Insur. Layer
10,000,000/50,000,000
Trindel SIR 75,000
County Deductible 0
David:
10,000,000 limit for named insured
Renewal / invoice
October
Medical Malpractice
Excess Insur. Layer
21,505,000
EIA Pool 1,500,000
Trindel SIR 5,000
County Deductible 0
David:
San Benito is 10,000
Renewal / invoice
July
Aircraft
Excess Insur. Layer
3,000,000
Trindel SIR 0
County Deductible 0
David:
Trinity only
Renewal / invoice
July
Airport
Excess Insur. Layer
20,000,000
Trindel SIR 0
County Deductible 0
David:
San Benito, sutter does not have an airport
Landfill
ESJPA
Excess Insur. Layer
5,000,000/15000000
Trindel SIR 25,000
County Deductible 0
David:
Trinity & Colusa
Trindel
Excess Insur. Layer
5,000,000/10,000,000
Trindel SIR 25,000
County Deductible 0
David:
Modoc 50,000 SIR
David:
Modoc, Mono, Sierra, San Benito
Renewal / invoice
July
Bond/ Crime
Excess Insur. Layer
10,000,000
Trindel SIR 25,000
County Deductible 0
Renewal / invoice
July
Watercraft
Excess Insur. Layer
1,000/1,000,000
Trindel SIR 1,000
County Deductible 0
David:
no coverage for San Benito

Services

Trindel's services to our members are administration of the members' insurance programs, risk management, workers' compensation claims handling and safety/loss prevention programs. Administration (Executive Director) focuses on risk management, payment of claims, establishing appropriate reserves for each member, maintaining an accounting system that tracks each member's income and expense by the program, responsibility for all financial records/reports and cash flow. The administration is also the resource person for the members' coverage and cost questions, along with supervision of contract third party administrators. In an effort to keep the cost effective, risk financing mechanisms intact, the Executive Director provides quarterly and annual financial information which analyzes losses, both historical and current trends; and offers recommendations for changes to program structures. The Executive Director also attends CSAC-Excess Insurance Authority board meetings and is a member of their finance committee.

In 1994 the Board employed its first Safety Officer and has grown to be four staff: a Director, Coordinator, and two Safety Officers. Trindel has always held the belief that the best way to reduce the cost of insurance is to reduce losses. The Safety Officers work with each member; Risk Manager/Loss Prevention Specialist to plan, develop, implement and maintain loss prevention/safety programs. In addition, the Loss Prevention staff provide safety reviews, HR coaching, aids in developing policies, conduct investigations, risk assessments, safety bulletins, provides training in ergonomics, sexual harassment prevention, new supervisor responsibilities, department safety representative, ethics training and multiple safety compliance topics to list a few. Loss Prevention staff conduct three Loss Prevention and Human Resources meetings, one Road Commissioners, one Law Enforcement and one Department Safety Representative meeting each year. These meetings are in addition to the monthly site visits that the Safety Officer makes to each member. Trindel continues to provide safety and loss prevention services to its members as its primary method of reducing costs.

In an effort to focus on safety in the workplace Trindel maintains several funding systems annually.

Prevention Subsidy:
$60,000 available for each member based on their loss prevention audit results.

Loss Control Subsidy:
$10,000 provided to the member to aid loss prevention efforts.

Loss Control Funds:
$2,500 available for loss control items for each member (i.e. / Wellness program, ergo items). Paid by Trindel upon request.

Undisbursed Loss Prevention Funds:
Funds available for Leadership / Supervisory Training. (Member balances vary depending on participation and funding.) EIA subsidies are deposited in this fund by member: $7,000 each year is also added to this fund by way of member contributions.

Hearing Tests Funds:
Funding hearing tests conducted in your County. Paid through WC program at Trindel.

EAP Funds:
Employee Assistance funds, available upon employee request. Paid through WC program at Trindel.

Appendix A

REVISED
BYLAWS

Trindel Insurance Fund
(Trindel)

As Amended Effective November 3, 2011

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BYLAWS
TRINDEL INSURANCE FUND

ARTICLE I
PURPOSES

The Trindel Insurance Fund (Trindel) is a joint powers authority established under the laws of the State of California (Government Code, Section 6500 et seq.) for the purposes set forth in that certain Joint Powers Agreement Creating the Trindel Insurance Fund, effective as of July 1, 1984, as amended most recently as of July 1, 2009 (the "Agreement"). The definition of terms used in these Bylaws shall be the same as contained in the Agreement, unless otherwise expressly provided herein, and if any provision of these Bylaws conflicts with the Agreement, the Agreement shall govern.

ARTICLE II
OFFICE

Trindel's principal office for the transaction of business shall be located as determined by the Board of Directors. The Board of Directors may change the location of the principal and/or subordinate offices from time to time.

The Board may establish one or more subordinate offices at any location where Trindel is qualified to do business.

ARTICLE III
BOARD OF DIRECTORS

Section 1. Powers of Directors

Subject to the powers and limitations as provided by law, the Agreement, or these Bylaws, all powers of Trindel shall be exercised, its property controlled and its affairs conducted by the Board of Directors (the "Board"), as is further specified in the Agreement.

Section 2. Composition of the Board of Directors

The Board shall be composed of one (1) Director representing each Member Entity. The Board of Supervisors of each Member Entity shall appoint one of its elected officials or employees as its representative Director on the Board; each shall also appoint an alternate member who may attend and participate. The Member Entities shall notify the Executive Director of both appointments. Notification shall include the appropriate minute order taken from the Board of Supervisors agenda.

Vacancies in either Director or alternate member shall be filled by the appointing member's governing body.

Directors shall not have fixed terms of office but each shall serve on this Board at the pleasure of the appointing Member Entity's governing body, except as provided herein. Termination of office or

employment of the Director or alternate shall automatically result in termination of membership on the Board.

Section 3. Voting Rights

Directors, or in their absence, alternates shall have one (1) vote each at meetings of the Board. There shall be no voting by proxies.

Section 4. Vacancies

Any vacancy in the office of a Director, or alternate whether because of death, incapacity, resignation, removal or otherwise, shall be filled by the governing body of the respective Member Entity.

Section 5. Resignation

Any Director or alternate may resign at any time by giving written notice of such resignation to the Secretary of Trindel. Such resignation shall be effective at the time specified therefore, and acceptance of such resignation shall not be necessary to make it effective.

Section 6. Removal

A Director or alternate may be removed, with or without cause, by the governing body of the respective Member Entity.

Section 7. Withdrawal/Removal

Directors and alternates who represent Member Entities which withdraw or are removed as parties to the Agreement shall be removed as members of the Board, the Executive Committee and other Committees.

ARTICLE IV
MEETINGS OF THE BOARD

Section 1. Regular Meetings

Regular meetings of the Board shall be held at such day, time, and place as the Board may determine.

Section 2. Annual Meeting

The Board shall hold an annual organizational meeting in May or June of each year for the purpose of the installation of new Directors, the election of officers and Executive Committee, approval of the budget, and the transaction of other business.

Section 3. Quorum

A majority of the Directors holding office shall constitute a quorum for the transaction of business at any meeting. All actions of the Board shall require the affirmative vote of a majority of the members at a meeting duly held at which a quorum is present.

Section 4. Public Meetings

All meetings of the Board shall be conducted in accordance with the applicable provisions of the Brown Act, Government Code Section 54950 et seq.

Section 5. Special Meetings

Special meetings, except for emergency meetings held in compliance with Section 54956.5 of the Government Code, may be called by the President of the Board or by a majority of the members of the Board in accordance with the provisions of Government Code Section 54956.

Section 6. Notice of Meetings

Written notice of each regular meeting of the Board shall be delivered to each director and/or alternate director at least seven (7) days in advance of the meeting. The notice shall specify and include:

i. The place, date, and hour of the meeting.
ii. Those matters which are intended to be present for action by the Board.
iii. The general nature of any proposal for action by the Board concerning a change in the Agreement or these Bylaws, a change in the membership of Trindel, or any other matter substantially affecting the rights and obligations of the Member Entities.
iv. Support material.

Section 7. Adjournment of Meetings

The Board may adjourn any regular, special or adjourned special meeting to a time and place specified in the order of adjournment, provided that the provisions of Section 54955 of the Government Code are complied with.

Section 8. Posting of Agendas

The Board shall post agendas of all regular meetings, containing a brief general description of each item of business to be transacted or discussed at the meeting, at least seventy-two (72) hours before such regular meeting. The agenda shall specify the time and location of the meeting and shall be posted in a location that is freely accessible to members of the public. No action shall be taken on any item not appearing on such posted agendas, except as provided by Section 54954.2 of the Government Code.

Section 9. Opportunity for Public to Address the Board

Each agenda for a regular meeting shall provide an opportunity for members of the public to directly address the Board on any item of interest to the public, provided that such matters are within the subject matter jurisdiction of the Board, and provided that no action shall be taken by the Board on any item not appearing on the agenda. The Board may adopt reasonable regulations, which limit the total amount of time allocated for public testimony and for each individual speaker.

Section 10. Compensation of Directors

Directors, alternates, members of committees and officers shall, with the exception of the Executive Director, receive no compensation for their services. However, they shall be entitled to receive such just and reasonable reimbursement of expenses as may be determined by the Board.

ARTICLE V
OFFICERS

Section 1. Officers

The officers of Trindel shall be President, Vice-President, Secretary, and such other officers as the Board may appoint. Except as hereinafter set forth, officers shall be Directors, and their duties may not be performed by alternates. Alternates may also be officers. The Executive Director is also an officer of Trindel; however, the Executive Director is not a member of the Board of Directors.

Section 2. Election

The Board shall elect the President, Vice-President and Secretary, from among the Directors and Alternates and they shall serve one-year terms (or until removed or replaced). Elections shall be held at the annual meeting of the Board. The Treasurer shall be the Executive Director of Trindel, and shall serve at the pleasure of the Board.

Section 3. Vacancies

In case any office becomes vacant by reason of death, resignation, retirement, disqualification, or any other cause, the President may select a Director to fill such vacancy, and the officer so selected shall hold office and serve until the next meeting of the Board, when such appointment shall be confirmed or terminated by the Board.

Section 4. President

The President shall preside at all meetings of the Board and the Executive Committee, and shall have such other powers and duties as may be designated from time to time by the Board.

Section 5. Vice-President

In the absence or disability of the President, the Vice-President shall perform all the duties of the President and, in so acting shall have all powers of the President. The Vice-President shall have such other powers and perform such other duties as may be designated from time to time by the Board.

Section 6. Secretary

The Secretary shall keep, or cause to be kept, a full and compete record of the proceedings of the Board, of the Executive Committee, and of any other committees, shall make service of such notices as may be necessary or proper, shall supervise the keeping of the records of Trindel, and shall discharge such other duties as pertain to the office or as are designated by the Board. Minutes of all Board, Executive Committee, and other committee meetings shall be distributed within 10 working days of the meeting.

Section 7. Removal and Resignation

Any officer may be removed, either with or without cause, by a majority vote of the Directors at any duly held regular or special meeting of the Board.

Any officer may resign at any time by giving written notice to the Board, the President, or the Executive Director. Any such resignation shall take effect at the date of the receipt of such notice, or at any later time specified therein and, unless otherwise specified, the acceptance of such resignation shall not be necessary to make it effective.

ARTICLE VI
TREASURER AND SECRETARY

Section 1. Treasurer

The Treasurer shall keep and maintain, or cause to be kept and maintained, adequate and correct accounts of the properties and business transactions of Trindel, including accounting of its assets, liabilities, receipts, disbursements, gains and losses, and shall perform the duties prescribed by Government Code Section 6505.5 or by the Board. All monies and other valuables shall be deposited, in the name of and to the credit of Trindel, with such depositories as may from time to time be designated by the Executive Committee and ratified by the Board. The funds of Trindel shall be disbursed pursuant to the procedures authorized by the Board. When requested by the President or the Board, the Treasurer shall render an account of the financial condition of Trindel and shall perform all other duties required of him or her by the President, Board and the Committees.

Section 2. Secretary

The Secretary shall be a County auditor of a member, and shall be designated as such by the Board. The Secretary will also be a signatory to the general checking account and to all certificates of deposit in order that funds may be moved in the absence of the Treasurer. The Secretary shall be available to assist the Treasurer at any time requested.

ARTICLE VII
EXECUTIVE COMMITTEE

An Executive Committee shall be formed pursuant to the provisions of the Joint Powers Agreement and shall have the following powers and functions:

A. The Executive Committee shall have those powers and functions delegated to it by the Board.
B. The Executive Committee shall review applications for membership and make recommendations to the Board.
C. The Executive Committee shall determine the frequency of risk management audits of the facilities and activities of member entities and monitor compliance with recommendations to correct or eliminate deficiencies noted. Such risk management audits shall be paid for by Trindel and charged back to member entities as part of their annual contributions.
D. The Executive Committee shall recommend to the Board actions to be taken regarding non-compliance with risk management recommendations.
E. The Executive Committee may recommend to the Board removal of a member entity, with or without cause, pursuant to Article XVI of these Bylaws.
F. The Executive Committee shall oversee the activities of the Executive Director and other service providers.
G. The Executive Committee shall review and recommend to the Board any special Assessments necessary to maintain the financial soundness of Trindel's programs.

ARTICLE VIII
OTHER COMMITTEES

Committees of the Board shall be standing or special. Each committee shall exercise such power and carry out such functions as are designated by these Bylaws or as delegated to it by the Board or the Executive Committee. Except as otherwise provided by the Board, or these Bylaws, such committees shall be advisory only and subject to the control of the Board or the Executive Committee, whichever appoints them.

Except as may otherwise be provided, by the Board or by these Bylaws, any expenditure of funds by a committee shall require prior approval by the Board.

In addition, each Committee shall conduct its business in compliance with the applicable provisions of the Brown Act.

ARTICLE IX
MEMBER OBLIGATIONS

Member Entities shall take appropriate action to prevent claims and to mitigate the costs of such claims which may be covered by Trindel's coverage programs. Such action shall include:

A. Cooperation and communication in a timely manner with Trindel, its insurers, adjusters, legal counsel, loss prevention personnel or other service providers;
B. Cooperation with Trindel in the determination and/or clarification of any incidents which might become claims;
C. Compliance with any risk management standards, safety programs, or other policies and procedures required by Trindel;
D. Filing, in a prompt and timely manner, all statewide, county, and locally mandated reports and filings, including but not limited to the Fair Political Practices Commission's Statement of Economic Interest.

ARTICLE X
PROGRAMS

All Member Entities shall participate in the Property, Liability and Workers' Compensation Programs at whatever self-insured retention or deductible level the Board sets either by program or member. All members shall also participate in all safety and risk management programs, as established by the Board, unless specifically exempted from mandatory participation. The Board shall not exempt a member from any of the programs named in this Article unless requested by a member and then only if the requesting member has a compelling fiscal reason that will cause the requesting member to suffer irreparable fiscal harm. Further the requesting member must present evidence of this fiscal harm and the alternative they propose. For purposes of this Article, "Program" includes the Program of Loss Prevention Evaluation (Loss Prevention Subsidy Program, including the Loss Prevention Specialists), Loss Control Funds Program, Employee Assistance Program. Trindel Safety Officer, Leadership/Supervisor Training Program, Loss Control Subsidy Program and any other programs or services the Board may determine in the future. The Board may, by adoption of a Resolution, add or discontinue a program, as defined in this Article.

ARTICLE XI
COVERAGES & DEDUCTIBLES

Section 1. Insurance Policies, Memorandums of Coverage, Insuring Agreements, etc.

Generally members will secure, in their own name, the types of insurance they deem necessary. Once the member has secured the insurance, Trindel Insurance Fund (Trindel) arranges for the administration of any covered claims and pays all associated covered costs with funds the individual member has on deposit with Trindel. Trindel will only use member funds for costs which are for covered claims. The definition of a covered claim is as defined in the appropriate insuring policy, agreement and/or memorandum of coverage.

- If the claim is not a covered claim there is no duty on the part of Trindel to pay any claim costs associated with the non-covered claim. (This section only applies to claims, as Trindel operates numerous other programs, as defined in the Bylaws and various Resolutions that make use of the member's funds on deposit with Trindel for costs other than claim costs.)
- The decision whether or not a claim is a covered claim, will be made by the issuer of the insuring policy, agreement and/or memorandum of coverage, not by Trindel. Currently there are insuring policies, agreements and/or memorandums of coverage for airport, aircraft, boiler & machinery, crime/bond, liability, medical malpractice, property, pollution, watercraft and workers' compensation programs, all with their own specific definitions of a covered claim, deductible and/or self-insured retention.
- If it is unclear whether or not a claim is a covered claim, the Executive Director, at his/her discretion may send a reservation of rights letter to the member. The claim costs may or may not be paid up to the point a determination is made as to whether or not a claim is a covered claim. If it is determined that a claim is not covered the Executive Director shall bill the member for any costs paid on the non-covered claim. If no claim costs have been paid and it is determined to be a covered claim, all claim costs associated with the claim shall be paid.

Section 2. Deductibles and/or Self-Insured Retentions

Each of the insuring policies, agreements and/or memorandums of coverage has a deductible and/or self-insured retention, meaning the amount that is the responsibility of the insured. Trindel will arrange for the administration of and pay the deductible/self-insured retention for a covered claim from the member's funds.

- If the claim is not a covered claim under one of the insuring policies, agreements and/or memorandums of coverage, Trindel will not pay for any costs associated with the claim, except as noted in Section 1 above regarding a reservation of rights letter.

Section 3. Trindel Imposed Deductibles and/or Self-Insured Retentions

Within the member's deductible and/or self-insured retention of any insuring policy, agreement and/or memorandum of coverage, Trindel, by action of the Board of Directors, may impose a deductible and/or self-insured retention on a covered claim up to the point where the actual insuring policy, agreement or memorandum of coverage point begins. (This provision only applies to a covered claim as no payments will be made for non-covered claims, except as noted in Section 1 above regarding a reservation of rights letter.) The imposition of any deductible and/or self-insured retention shall only be done by Resolution of the Board of Directors.

ARTICLE XII
ANNUAL CONTRIBUTIONS & SPECIAL ASESSMENTS

The Board of Directors shall by June 30 distribute to Members contribution amounts required for the following Year. The basis of contributions shall be adopted by the Board of Directors after receiving the advice of a qualified actuary and shall include:

1. Each member's share of expected claims, excess insurance, and administrative costs;
2. Each member's share of all other costs as determined by the Board of Directors.

Each Year of Trindel shall operate separately from every other Year with regard to its assets and liabilities. All contributions, obligations, expenditures and disbursements of Trindel that can be identified by Year shall be accounted for separately by each Year.

Joint program revenues, liabilities and expenses that cannot be separately and distinctly identified to a specific Year shall be allocated to each Year in a logical and consistent manner, as determined by the Board of Directors.

Should the total costs of a Year exceed the total income of that year, Members may be charged a Special Assessment as determined by an actuary or consultant and approved by the Board of Directors, Late payment of additional contributions are subject to late payment penalties as determined and approved by the Board of Directors.

Should the total asset of a Year exceed liabilities of that year, participating Members may receive a return of contributions as determined by an actuary or consultant and approved by the Board of Directors.

Any subrogation recoveries received by Trindel, or its Members, shall be credited to the amounts paid by Trindel for the Member, with the remainder, if any, remitted to the member and accounted for separately by each Year.

A general fund shall be established and maintained to receive monies, pay operating expenses, hold reserves and pay claims. Trindel shall accept and deposit in the general fund all monies received.

ARTICLE XIII
BUDGET

An annual budget for Trindel shall be prepared and shall separately show the following:

A. A general and administrative section;
B. An interest income section;
C. A capital expenditure section; and
D. Sections for each coverage layer of each program year of each program specifying:
    1. The actuarially estimated claims and allocated claims adjustment costs;
    2. An equitable allocation of the general and administrative costs;
    3. An equitable allocation of the interest income

ARTICLE XIV
INVESTMENT AND DISBURSEMENT OF FUNDS

Section 1. Investment

The Treasurer may invest money not required for the immediate necessities of Trindel, as directed by the Board, in the same manner and on the same conditions as local agencies, as provided by Government Code Section 53601.

Section 2. Disbursement

The Administrative Assistant shall draft checks to pay demands against Trindel after such demands have been approved by the Executive Director. A register of all checks issued since the last Board meeting shall be provided at each Board meeting for review and approval by the Board.

ARTICLE XV
ADMINISTRATION

Section 1. Executive Director

The Executive Director shall attend meetings of the Board and of the Executive Committee, but shall have no vote, and shall administer the business and activities of Trindel, including the duties of Treasurer and those specific duties assigned by the Board or the Executive Committee or required by the Agreement.

The Executive Director shall be either an independent contractor or employee of Trindel and shall be responsible for the management of Trindel's business, subject to the review and approval by the Board or the Executive Committee.

Section 2. Duties of Executive Director

Duties of the Executive Director shall include:

A. Coordination and carrying out Trindel's purposes and objectives according to Trindel's established policies and procedures, policy directives from the Board or the Executive Committee, and the approved work program;
B. Attending, as a non-voting member, the meetings of the Board, the Executive Committee and other committees;
C. Making recommendations on new Member applications;
D. Representing the Board and Trindel in dealings with the public and other organizations;
E. Reporting Trindel's activities to the Member Entities at such times and in such manner as prescribed by them;
F. Performing such specific duties as are set forth in the Agreement; and
G. Performing such other duties as are determined by the Board or the Executive Committee.

ARTICLE XVI
REMOVAL

Section 1. Removal for Cause

A Member Entity may be removed upon the recommendation of the Executive Committee. If the Executive Committee makes a recommendation to remove a member the Board shall appoint a hearing officer to conduct a hearing on the matter, and the hearing officer shall be responsible for all notices, procedures and reports in connection with the hearing. Written notice of the date, time and place of the hearing, along with a summary of the reasons supporting the removal for cause shall be delivered to the Member Entity at least fourteen (14) days before the hearing, by certified mail. The notice shall also include any guidelines concerning the procedures to be followed at the hearing. The hearing officer shall preside at the hearings and shall be responsible for the conduct of the hearing and all rulings on procedure, evidence and law during the hearing. Both the Member Entity and Trindel may be represented by legal counsel at the hearing. Both parties may present written and oral evidence. A transcript of the proceedings shall be kept, either by a court reporter or by a good quality tape recorder, a written transcription of which may be prepared at the requesting party expense. Within thirty (30) days after the hearing is declared closed by the hearing officer, he or she shall prepare written findings of fact and law, with a recommendation to the Board, and shall deliver the decision to the Member Entity and Trindel. Within thirty (30) days after receipt of the hearing officer's decision, the Board shall meet and consider and take action on the hearing officer's recommendation. The Board shall permit the Member Entity to present a written response to the hearing officer recommendations no later than 10 days prior to the Board meeting. The Board's decision shall be final.

Section 2. Opportunity to Remedy

When determining whether or not to remove a Member Entity, the Executive Committee shall allow the affected Member Entity a reasonable opportunity to address and remedy the reasons, if any, for the proposed removal. The period of time so allowed shall be within the sole discretion of the Executive Committee. Trindel may require audits to monitor the affected Member Entity's remedial actions or impose any other conditions to its continued participation in Trindel or its Programs.

Section 3. Alternative Coverage

A Member Entity which is the subject of a proposed removal shall be responsible for investigating the availability of alternate coverage. On the request of the Member Entity, the Board may permit the Member Entity a reasonable time to make arrangements for alternative coverage, but such period of time shall be at the Board's sole discretion.

ARTICLE XVII
MISCELLANEOUS

Section 1. Agents and Representatives

The Board may appoint such agents and representatives of Trindel as it deems necessary, with such power and authority to perform acts or duties on behalf of Trindel, so long as they are consistent with the Agreement, these Bylaws and applicable laws.

Section 2. Contracts

Except as otherwise provided in these Bylaws, the Board may authorize any officer or agent to enter into any contract or execute and deliver any instrument in the name of and on behalf of Trindel, and such authority may be general or confined to a specific instance. Unless so authorized by the Board, no officer, agent, or employee shall have any power or authority to bind Trindel by any contract or engagement, nor to pledge its credit, nor to render it liable for any purpose or to any amount.

Section 3. Bonding

Officers, directors and employees handling funds shall be properly bonded as determined by the Board.

ARTICLE XVIII
AMENDMENTS

These Bylaws may be amended or repealed and new Bylaws adopted by a majority vote of the Board of Directors at any duly held meeting of the Board. The Secretary shall prepare and distribute any proposed revisions to all members of the Board with the notice of such meeting.

CERTIFICATE OF EXECUTIVE DIRECTOR

I, the undersigned, certify that I am presently the Executive Director of the Trindel Insurance Fund and that the above Bylaws, consisting of 14 pages, are amended Bylaws of the Authority, as adopted at a meeting of the Board of Directors held on November 03, 2011.

_____

David Nelson,
Executive Director

Appendix B

Trindel Insurance Fund
Board of Directors
Strategic Planning Session
January 23 & 24, 2014

NOTES

Purpose
To plan for Trindel's continued success.

Outcomes
- Agreement on the future direction of Trindel.
- Create a Plan of Action to support the future direction.

Participants' Expectations for the Session
- Develop an overall "To Do List"
- Develop a "To Do List" for the Claims Department
- Identify a clear strategic direction for Trindel
- Identify what's made Trindel successful and see if we can build on it
- Understand Trindel better
- Understand Trindel's philosophical foundation and how to maintain it
- Determine and discuss the industry direction and how that impacts Trindel
- Determine if creating a "pooling layer" is a goal
- Discuss new department maturation
- Discuss if we want Trindel to be the best in the industry or just an option
- Decide if we want membership growth
- Decide if Trindel is to be responsive to county needs or just deliver what it can
- What are the opportunities and threats to Trindel now and in the future? The group identified the following response to this question:
  Opportunities
  - Provide loss prevention at the personnel and management levels
  - Ability to adapt to changing conditions because of banking arrangement
  - Bring more services in-house
  - Be open to "unknown" programs, e.g., wellness and health insurance
  - Continue to distinguish Trindel with personalized workers compensation program
  - Create integrated disability management

  Threats
  - Exclusions in policies
  - More lawsuits
  - Changing insurance premiums

  Both
  - Membership growth

Trindel Right Now – In One Word

Service	Cost-effective	Effective	Reactive	Pro-active
Unique	Goal-oriented	Life Saver	Helpful	Safety
Successful	Responsive	Leading	Team	
Innovative	Transition	Protection	Personal	

Trindel in Five Years – 2019

- Trindel is cutting edge. Trindel is the industry leader.
- A homegrown, cooperative, service-oriented team.
- Innovative. Leaders in workers compensation and loss prevention management.
- Evolving – more of the same but better.
- Risk answers for rural counties.
- Trindel has helped bring my county's premiums lower than they presently are.
- Industry leader for small counties. Variety of risk management and loss prevention services applicable to counties in needs. Lowest workers compensation claims.
- In five years Trindel has maintained current mission and core values through effective staff and communication with its ever-changing board. It maintains an effective property/liability, workers compensation program. It is delving into wellness program. It is of counties. Largely rural counties. Exploring pooling mid-layers with continued banking arrangement for SIR layers.
- Pooling at Trindel instead of EIA. No loss of safety programs and services.
- Providing inexpensive insurance to my county.
- Member and staff growth.
- Less dependent on exterior organizations.
- Focused and successful.
- Customer service based. Sticking to loss prevention strategies.
- A people FIRST organization. Its actions, programs and services are based on people, resulting in the achievement of the financial goals set in 2014!
- First line of defense.
- Successful at minimizing loss.
- Trindel is an extraordinary customer service focused organization: loss prevention center, progressive programs, focused on positive outcomes and results, centrally located, a learning organization.
- Twenty members!
- Small county services organization – meets needs not well met in the market given market bias in favor of larger organizations/counties.
- Long standing record of cost saving for counties.
- Still stable, responsive and financially sound regardless of the number of members. We all come together as we currently do, focusing on the needs of the members counties. Continue to be innovative and thinking outside the box. Never stop striving to improve.

Risk Management Department – Approach to Membership Expansion
Strategic Direction for the next one to three years:

"GET READY FOR NEW MEMBERS"

Trindel's primary focus is to strengthen, develop and grow its programs, staff and facilities.

During this time, be open to new members at Executive Director's discretion. And, if new members are considered use the established evaluation system.

Remember when a single new member is accepted by Trindel, economies of scale occur immediately only in the pooled layer. Economies of scale occur in the departments occur when two or three new members are added, depending on the size of the new members.

Compelling reasons for membership expansion:

1. Need more members to support or expand programs.
2. Ability to create depth of senior management for continuity/succession.
3. Challenge the Executive Director (as requested by the Executive Director).

What does "smart" membership expansion at Trindel mean:

- Ability to keep personal connections to all members.
- Having compatible counties - can understand other members needs, make similar contributions to Trindel, etc.
- Continue diversifying ideas and expertise to benefit Trindel and avoid "group think."
- Be mindful of unintended consequences – e.g., new dynamics for the Board and organization.
- Perhaps adding two new members over the course of the next five years.

Risk Management Department – Pooling Layer

Benefits of creating a pooling layer:

- Financial flexibility
- Risk flexibility – shared risk
- Control – higher self-insurance capacity
- Member retention
- Pooling uninsured exposures
- Control "givebacks" – premiums and dividends

Risks of creating a pooling layer:

- Taking on someone else's losses
- Additional administrative costs
- Catastrophic losses or event

Risk Management Department – Pooling Layer (continued)

Workers Compensation Arrangement without Pooling:

$1 to $300,000	Self-insure
$300,000 to $5 million	EIA
$5 million and above	Re-insurance

Workers Compensation Arrangement with Pooling:

$1 to $200,000	Self-insure
$200,000 to $500,000	Pooled
$500,000 to $5 million	EIA
$5 million and above	Re-insurance

Research needed for pooling layer:

1. Determine member cost for building the pooling layer.
2. Identify the need for additional staffing and/or consulting services.
3. Determine the costs associated with:
   - Development – structure (including uncovered losses), policies and agreements.
   - Implementation.
   - Administration.

Other considerations during research:

- Keep the Board informed during the research.
- Use excess member premiums in funding the pooling layer.

Use the following order of programs when considering and creating pooling layer: (This list was based on ease of research and development.)

a. Workers Compensation
b. Property Liability
c. General Liability
d. Land Fill
e. Earthquake

Board Direction for Pooling Layer

By May 2014: The Executive Director is to draft a "blueprint" for a Workers Compensation program pooling layer. The "blueprint" needs to include a funding plan. He should not put in additional work until the Board has been briefed on the "blueprint" and approval to proceed is given.

By June 2015: (If approved) Implementation of the Workers Compensation program pooling layer.

After June 2015: Choose another program to research.

Loss Prevention Department – Approach to Program Expansion

Safety - Current focus

- Needs continued support and enhancement.

Employer Liability - Future focus

- Needs development of human resources component – member training, best practice policies, information dissemination.

Uninsured Losses (non-personnel risks) - Future orientation

- Need other mechanisms to reduce risk.

Assessment Process for Potential Unknown/Uninsured Losses - Future focus

- Help department heads be "risk assessors".

Trindel Incident Database - Future tool

- Create "management information" including ability to track trends.
- Include near misses and hazards.

Loss Prevention Department – Succession Planning

Program Development Priority and Timing	Program	Board Direction	Personnel (3 FTE's)
# 1 On-going	Safety	Current program continues development.	Gene (Gene's position) 1 Randy 2
# 2 Three to Six Months	Health & Wellness	Look at trading out EAP or expand the EAP to include this program	Contractor (Randy manages)
# 2 Within Twelve Months	Employer Liability	Needs more definition and discussion before Board consideration – include counties in the discussion and connect the program to county Human Resources personnel.	1FTE (staff with expertise or contract staff) 3
# 3 Within Twelve Months	Assessment Process of Unknown / Uninsured Losses	Needs more definition and Board discussion.	Gene or 1 FTE (staff with expertise or contract staff)

Loss Prevention (continued)
Board Direction:
Report to the Board regarding the Trindel Incident Database development plans. This database may be connected to the new Workers Compensation software. And, tied to the WC software acquisition and implementation timing. Personnel working on this project are David, Gene, Randy, Lisa and the member counties.

Board Direction for Loss Prevention Staffing to 2019:

2014 to 2015 (by year's end 3 or 4 personnel)
Gene
Randy
1 FTE Safety (to replace Gene and prepare for Randy's succession)
1 FTE Support Staff (expertise in clerical, database, communications)

2016 (by year's end 4 personnel)
Gene – RETIRES
Randy
1 FTE Safety
1 Support Staff
1 FTE Employer Liability

2017 to 2019
Will depend on membership expansion and program growth.

Board Direction for Risk Management Staffing:
Add one Support Staff to assist the Executive Director in fiscal. And, begin succession planning for the Executive Director position.

Workers Compensation Department – Approach to In-house Claims Development
Strategic Direction for the next five years:

Continue development of additional in-house claims processing.

Considerations in developing additional claims processing:
- Is it cost-effective for member?
- What level of service will members receive?
- Build in benchmarking for each program; e.g., get quotes for claims processing from other providers.

Workers Compensation Department (continued)
The Manger will be responsible for program development to include claims review.

Program Elements:

A. Fraud Hotline – future development
B. Training for member counties' Human Resources, Workers Compensation and Payroll Specialists – to be developed
C. Fine-tune current program – on-going
D. Physician/Medical Liaison – 2015/2016
E. Medical Bill Review software – report to Board May, 2014
F. Medical Utilization Review software – report to Board May, 2014

Staffing:

G. If new member added will need one new Examiner – part of Board's new member discussion.
H. **Create a temporary part-time position that combines clerical and data clean-up duties – determine extend of permanent positions and scope of work later.**
I. A permanent full-time Clerical Assistant will be needed if a new member is added or the new software needs more staffing or a new Trindel facility / location is obtained.

Trindel Office Expansion
The following will be considered:

- All staff will be in one office.
- Located within a member county.
- Be fiscally efficient.
- Provide for staff retention.
- Reside in a rural county.
- First option to be located in Weaverville.

At the May, 2014 Board meeting the Executive Director will present a Facilities Plan.

Summary of Trindel New Staff Positions (2019)

1 Loss Prevention Safety 1 Loss Prevention Human Resources / Safety 1 Loss Prevention Support Staff	Total = 4 positions Net = 2 new personnel
1 Risk Management Fiscal Support	Total = 3 positions Net = 1 new personnel
1 Workers Compensation – temporary 1 Workers Compensation Clerical Assistant	Total = 6 positions (including temporary) Net = 1 new personnel

Executive Directors Priorities

In general the Executive Director will divide his time 80% to strengthen, develop and grow Trindel's programs, staff and facilities, and 20% to membership expansion.

Tier 1:

- **Create a Preliminary Trindel Staffing Plan to present to the Board, to include justification for each position.**
- **Development of in-house programs.**
- **Prepare a Facilities Plan.**
- **Research and recommend to the Board Workers Compensation Program software and Loss Prevention Program database.**

Tier 2:

- **Prepare a Workers Compensation Program Pooling Layer Study.**
- **Develop an Employer Liability Program.**

Tier 3:

- **With Board approval, implement a Workers Compensation Program Pooling Layer.**
- **Develop a Health & Wellness Program.**
- **Develop an Assessment of Unknown / Uninsured Losses Program.**
- **Development of additional in-house claims processing.**

Parking Lot

A. County self-assessment of emerging exposures.	In Executive Director Priorities
B. Trindel lobbying – what does it look like?	Discuss at Board Meeting
C. Loss Prevention Program – bring members' Human Resources staff together.	Implement through Employer Liability Program
D. Have individual staff members create a "knowledge index" of their position; will Help with succession planning.	Give idea to Executive Director
E. Create Best Practices Risk Management Policies; staff currently leading this effort.	President to coordinate Board Committee policy discussion.

Evaluations

These responses will be used in planning future sessions.

#1 What were the highlights of the session?

- Providing direction to David and Trindel.
- Seeing the priorities set. Outcomes.
- 1) The interaction of members. 2) Setting achievable goals.
- Direction.
- Seeing all of our discussion put together into a 3-tired set of priorities.
- The outcome.
- Final ½ day – passion and excitement in all attendees.
- Listing the priorities for the next 5 years. Round table input for wrap-up.
- Direction for staff.
- The brainstorming and collaboration – disagreement and finally bringing it together.
- End product.
- 1) Synergy created among the group. 2) The final products that move the group forward.
- Involving everyone. Collaboration of desires and ideas – nothing left out / not addressed. Keeping everyone and everything on track.
- Quality of discussion among members. Gail was great at facilitating all members to speak their thoughts.
- Commitment to loss prevention and growth preparation.
- High engagement – focused process. Quality results.
- Productive, healthy conversations.
- All the discussion, ideas, thoughts. Very informative.
- The shift in focus from external growth to internal growth was cathartic.
- The process – different points of view.

#2 What were the low points of the session?

- Too much word smithing – too much "in the weeds."
- None that I experienced, but I did not party ☺ after dinner.
- Minute word smithing.
- On a couple of subjects it seemed we were debating over minor clarifications (splitting hairs)!
- None.
- A little bogged down in the discussion of member growth.
- "Beating the dead horse."
- Over discussion of minimal topics.
- Off topic at times – "beating the dead horse." Could use a rule that we only speak on a topic for a certain amount of time.
- Nit picking.
- Too much time patting ourselves on the back. Not enough time devoted to critical evaluation.
- I had none.
- The process is painful but rewarding.
- Some discussions too long.
- Beating a dead horse on one subject.

Evaluations (continued)

#2 What were the low points of the session? (continued)

- Over evaluating one point.
- None.
- Some spitting of hairs of grammar. Applicable but excessive a couple of times.

#3 Were the session outcomes achieved?

- Yes.
- Yes.
- Yes. Good plan.
- Yes.
- Yes.
- Yes. Absolutely.
- Yes.
- Yes.
- Absolutely.
- Yes.
- Yes.
- Absolutely. Good solid direction based on excellent strategic analysis.
- Yes.
- Yes.
- Yes.
- A do-able plan for Trindel and with county support.
- Yes.
- Yes.
- Yes.
- Yes, clear as day.

#4 What can be done to improve session preparation?

- I can't think of how to prepare.
- Prior to the meeting distribute the prior strategic plan.
- Share the prior plan.
- Was excellent.
- Before the meeting send out all previous planning retreat summaries so members can see how Trindel has developed from these sessions.
- No changes.
- I would have liked to have had a synopsis of prior plans.
- None.
- Distribution of prior strategic plan information for review before meeting.
- Build in a critiquing component – not of the presentation, but of Trindel.
- Nothing.
- Perhaps e-mailing agenda out prior to meeting to encourage people to prepare thinking in those areas.
- More frequent sessions.
- Preparation was very good.
- I couldn't make a suggestion, Gail was prepared.

Evaluations (continued)

What can be done to improve session delivery?

- It would be extremely difficult to improve this process. Gail did an excellent job of keeping us on task, while still allowing everyone their say.
- Delivery was great. Gail really kept the meeting moving and on task.
- Perfect.
- Delivery was very good.
- Perfect!
- Nothing I can think of.
- Did a great job of keeping things moving.
- Excellent.
- Gail is a great facilitator!
- Mange the "bird walking."
- Great.
- Nothing. Gail did an excellent job of getting everyone to participate and keeping us focused.
- Excellent.
- Nothing. As always most excellent!

Ideas for follow-up after the session?

- Annual check-in on the plan.
- None.
- Status updates of To Do Lists at Board and staff meetings to track progress of goals.
- None.
- Closure was excellent!
- Next time.
- Want copy of final document. Agenda item where Board reviews final document.
- None.
- Reports during Executive Director report at Board meetings.
- Distribute the notes from this meeting.

#5 Other comments?

- A great experience!
- More leadership driven policy to influence Board members.
- Very good planning session. Got a lot out of it. Will help me with improving my own development.
- Thank you, you were great!
- Thank you for facilitating.
- Very interesting, motivating, and educational experience! I'm glad I attended.
- Great job.
- I am always so impressed with the process and give kudos to Gail for all that she does to bring us together. And to Dave for excellent leadership and dedication.
- You are awesome.
- Excellent Gail – you are a true talent and leader of people.
- Thank you Gail!