

TRINDEL INSURANCE

Board of Directors Annual Retreat

Strategic Planning

NOTES

**Alturas, California
May 11 - 12, 2005**

Facilitator: Gail Mancarti

Purpose

To plan for Trindel's continued success.

Outcomes

- Agreement on the future direction of Trindel.
- Plan of action to address critical needs of Trindel.

Agenda

Welcome and Opening Remarks – Van Maddox

Getting Ready for the Session

- Review Purpose, Outcomes and Agenda
- Share Expectations for the Session
- Set Guidelines

Re-cap of Trindel

- Origins and History

Unique Nature of Trindel

- Formation
- Success
- Value

Future of Trindel

- Mission
- Vision
- Membership Growth

Significant Issues

- Board Member Needs
- Staff Succession Planning
- Services Offered

Planning

- Priorities
- Action Plan

Next Steps

- Summary

Closing

- Final Remarks
- Evaluation

Adjourn

2-Year Trindel Activities and Priorities

The Board of Directors agreed to the following activities and priorities.

High Priorities – next 12 months

Staff succession (salary, qualifications, job description)	Report Nov 05
Health coverage	Decision May 06
Board meeting attendance (Don and Peter)	By May 06
Staff succession (policies, manuals)	By Jun 06

Medium Priorities – next 12 months

Board member orientation policy	Adopt Nov 05
Board room roles (preparation and discussion)	By Nov 05
HR / Build into current training	By May 06
HR / Create research knowledge resource	By May 06
Coordinate members LSTP training plans (Gene)	By May 06
Amend member eligibility (Resolution 03-11)	Adopt Nov 06

Low Priorities – next 12 months

Member risk management / loss prevention succession funding	Decision Nov 05
Grant writing services (LPS)	
Begin 1 hour education at Board meetings	
Staff contract amendments (“call backs” and contradictions)	

The Board delegated authority to the Executive Committee to monitor progress of the activities and work with staff to adjust priorities as needed. The Executive Committee will hold a monthly telephone meeting.

2-Year Trindel Activities and Priorities (continue)

Actions – next 12 to 24 months

- Organization audit proposal **Present Mar 06**
- tie to the 2006 / 07 budget
 - tie to the 5 year view of Trindel services
- Pay for 3 member representatives to attend Trindel Board meetings **Adopt May 06**
- tie to 2006 / 07 budget
- Discuss 5 year view of Trindel services **May 06**
- Discuss mandatory programs (schedule all day discussion) **Nov 06**
- Re-visit mission and vision statements **May 07***
(*prior to May 07 if recruit new staff or pursue membership growth)

Immediate Task - Don

Develop a packet of information on Trindel membership growth and distribute to Board members. This information is intended for use as a reference document in Board discussions.

Parking Lot

- Add to mission statement – Trindel provides services.
- LSTP – members are responsible for developing training plans around the needs of county staff.
- Invite Board of Supervisors to Trindel meetings.

Getting Ready for the Session

Share Expectations for the Session

What are your expectations for the session?

- Van
- new Trindel Board members understand history of Trindel
 - plan for future of the program with staff and Board turnover
- Don
- current Board members may know how to get other Board members who have not been attending meetings involved
 - plan for continuing without me!
- Gene
- concern for Trindel's future after current staff retires
 - future direction
- Ron
- what's the "added worth" of Trindel to counties that cause them to make a commitment to the organization
 - do we need to grow or die in the eyes of EIA?
 - create an internship program, or hire an intern, at the county level to promote training the next generation of staff
- Diane
- learn about Trindel
 - understand the participation and attendance expectations of me
- Shelly
- learn about the history of Trindel
 - learn about the bumps ahead
- Brian
- succession planning
 - expansion plan (emergency – in case we have to grow)
- Lynn
- learn about premiums and loss prevention programs
- Lynda
- will membership growth affect the loss prevention program?
 - what to do when Trindel staff retires
- Cheryl
- I want to keep Trindel!
 - grow the loss prevention program
- Mike
- discuss future leadership
 - discuss membership expansion and staffing
 - Executive Director succession
- Kathy
- how do we educate and get commitment from the members' Boards of Supervisors, CAO's, Auditors, etc?

Getting Ready for the Session (continue)

Share Expectations for the Session

- Peter - Trindel teaches me a lot!
 - invite Boards of Supervisors to Trindel meetings
- Peggy - staff succession planning
 - as we go off the Board we need to get people in our counties
 involved
 - I want Trindel to be an outstanding professional business

Set Guidelines for a Successful Session

What guideline might this group use to support a successful session?

- One persons speaks at a time.
- Be on time and stay on track.
- Use the “Parking Lot”
- Everyone participates.
- No “bad” ideas / all ideas and comments are welcomed.
- No side conversations.
- Everything that is said here stays here.

Re-cap of Trindel

Origins and History

Don and Gene presented material that described the formation and history of Trindel.

Unique Nature of Trindel

Formation

The nexus of circumstances that cause formation of a new organization:



What were the factors contributing to the formation of Trindel?

- Experiencing mutual crisis in the insurance market.
- Organizing participants were willingness to dedicate time to make Trindel happen.
- Bigger size = better buying power.
- “Bullheadedness” of first generation leader in seeing the potential in the vision of the future.
- Seeking safety in numbers.
- Bigger size can influence those in power (e.g., EIA).
- Combining groups with common issues, goals, problems (e.g., networking).
- By pulling together we created a unity of purpose

Unique Nature of Trindel (continue)

Success

What are the factors contributing to Trindel's success since its formation?

- Active participation and teamwork.
- Commitment of individuals (Board members, safety officers, etc.)
- Combined knowledge and expertise.
- Power in numbers.
- Trust – counties rely on Trindel.
- Staff and resources not available at counties and Trindel provides them.
- Synergy.
- Strive to be better.
- Innovators - we think outside the box.
- Continuing to anticipate and then meet member needs.
- “Chemistry” of people involved.
- Once a decision is made, everyone supports it.
- Treat each other respectfully.
- No blaming – we adapt to situations and move forward.
- Food.
- We take pride in Trindel.
- Credibility with Boards of Supervisors.
- Flexibility to develop individual solutions.
- Relationship with EIA – involved with EIA committees.
- Good leadership from staff.

Unique Nature of Trindel (continue)

Value

What value does Trindel bring to county members?

1. Holding premiums down to allow for other county programs.
2. Education and training.
3. Good resource for problem solving.
4. Continuity of dependable and affordable insurance coverage.
5. Support to county staff.
6. Saving taxpayers money.
7. Ability and flexibility to pool (bank) and keep money with us.
8. Improved safety.
9. Can do together that which we can't do by ourselves.
10. Provides an outside perspective or point of view for the counties.
11. Sets standards (IIPP's, etc.).
12. Provides common knowledge about safety to all employees.
13. Outreach training promotes good government to government relations.
14. Validation of right direction.
15. Staying ahead of the learning curve on county issues.
16. Use the power of size for addressing change at counties or EIA.
17. Provides point of accountability for counties.
18. Reduces the politics of insurance and safety.
19. Builds employee moral (we send the message "we care about you").
20. Improved management in general through Board experience, training, etc.
21. Persistence in achieving goals.
22. Builds networks.
23. Supports local economy (where we hold Trindel meetings we spend \$).

Future of Trindel

Mission

Current mission statement:

Trindel Insurance Fund benefits and meets the needs of the public, member counties and employees through the most 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.

Action:

- **The Board decided to postpone modifying the mission statement.**

Vision

Current 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.

Action:

- **The Board decided to postpone modifying the vision statement.**
- **An extensive discussion occurred about possible futures for Trindel.**

Membership Growth

Participants indicated their preferred Trindel membership growth policy:

No growth and no new member recruitment	Respond only to potential members who ask for consideration	Outreach for new members (maybe target campaign)	Aggressively seek new members
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Future of Trindel (continue)

Possible Futures

number of participants interested in this future

↓

- | | | |
|----|----|---|
| 8 | A. | Expand to include other counties while retaining membership in EIA - use as a response to changes at EIA. |
| 0 | B. | The JPA provides services other than insurance. |
| 0 | C. | Join another authority. |
| 0 | D. | Dissolve JPA. |
| 12 | E. | Continue status quo. |
| 14 | F. | Provide different type of services and coverages (e.g., health, human resources, grant writing). |
| 2 | G. | Expand to include other counties and withdraw membership in EIA - use as a response to changes at EIA. |

The group decided to discuss E. and F. (both A. and B. can be included in the discussion of F). Possible futures A. and G. may be discussed at a later time based on what happens with EIA.

F. + Human Resources Services

- for counties without an HR director
- for example, charge a county a retainer fee with an annual charge of \$21,000
- is there a market demand right now?
- contract services through Trindel or bring on Trindel staff?
- service options:
 - a. advise or perform routine services (e.g., hiring, training).
 - b. provide early intervention services
 - c. advise department heads, litigation participants
 - d. ensure HR program is unified and updated (this helps set loss prevention standards)
- loss prevention is the foundation of any HR service

Future of Trindel (continue)

F. + Human Resources Services

- customize program to meet needs of individual members
- would this be provided to Trindel members only?
- link HR to safety
- would need clearly defined parameters.
- optional service to Trindel members?
- core question: is this based on a common need?

quick survey of HR needs:

Sierra – comprehensive HR services needed now

Lassen – no needs (Ron offered his services to others)

Modoc – no needs for next 3 years

Colusa – need to support our 1 HR staff person

Trinity – need training

Alpine – need policy development and maintenance resources

anyone need negotiators?

yes, right now = 2

maybe = 1

Action:

- **Agreed to proceed with integrating more HR material into the current training program.**
- **Agreed to research forming a Knowledge Resource service that can be paid for through premiums based on usage; deliverables may be**
 - **hotline**
 - **policy development and maintenance, including legal review**
 - **negotiation**
 - **working with department heads for the duration of an HR situation**

Future of Trindel (continue)

F. + Grant Writing Services

- core questions:

#1 is there a common need among members?

#2 does it link to Trindel's mission?

- idea:

ask LPS if it would be valuable to provide a speaker on grant writing as part of the training program (use an outside person or Trinity staff)

- previous experience at RCRC:

members (Trinity, Alpine, Sierra, Modoc) linked to eCivis database (RCRC paid \$1500 / month); found they used it infrequently and the same information could be found for free elsewhere

Action:

- **Agreed it is a low priority to continue exploring possibility of providing grant writing services.**

F. + Health Coverage

- some Trindel members are asking for help

- Trindel could be a conduit for members to move in and out of health coverage as needed, remember we are a bank so we can pool for rates and break out for premiums and losses

- a benefit is complimentary between health and welfare programs and loss prevention programs

- see if we can "beat" PERS rates (need to find out their administrative charge because we probably can't beat the medical rate)

- this idea may not fit for Lassen today but maybe in 5 to 10 years

- concern about building a pool and then some members drop out, the rates may change unacceptably

Future of Trindel (continue)

F. + Health Coverage

- would need to set good program standards
- need to keep a close watch on the program
- If we form a Trindel group for banking purposes and a Trindel member wants to go to EIA for health coverage on its own, can the member do that?
- maybe we need to re-structure member participation “template” for programs

Action:

- **Next step will be to look at Del Norte’s health program. A committee was formed to do this.**

Members:

Van, lead, Judy, Mike, Peter, Kathy, Shelly, 1 or 2 line staff and Don

Timeline:

Initiate committee	May 05
Report to Board with recommendations	Nov 05
Preliminary decision to proceed	Mar 06
Final decision to create program	May 06
(don’t forget to sell line staff on idea)	
Members move from PERS	Jun 06
(non-PERS members can move within 2 years and PERS members after 2 years)	

Reporting:

Don will post to the website or email Board members directly the agenda, material and minutes of committee meetings.

Future of Trindel (continue)

E. Continue Status Quo

- we need to continue with 9 counties and be careful if add new members
- we need to have full participation of all members
- what are the membership requirements?
 - participation in leadership / serve on the Board of Directors
 - program participation
- we don't want to punish a county that doesn't participate unless it costs Trindel money
- before we remove a county Board member we need to meet with them and request their participation
- the JPA agreement allows us to expel members with or without cause

E. + Membership Growth

- if we become too big will we be a threat to EIA?
 - we will remain a county-based organization while EIA has non-county members and this may be to Trindel's advantage
 - Trindel needs to continue participation at EIA in committees and the Board
 - Trindel needs to gain more influence at EIA as it changes
- what are the costs and benefits of growth for Trindel?
 - benefits (based on previous analysis):
 - a. bring in new expertise and interest
 - b. hire new staff to benefit all members
 - c. additional networking among members
 - d. can provide focused regional training based on members location
 - costs (based on previous analysis):
 - a. it will stretch staff if no new staff is hired
 - b. for Don it would be ok to add 1 to 4 new members
 - c. if add 3 new members Don will need support person
 - d. for Gene it would ok to add 1 new member and no more
 - e. need to add 5 more members to financially break even with 1 new staff
- new members will need to commit to loss prevention program to be admitted

Future of Trindel (continue)

E. + Membership Growth

- what about non-county members?

- loss prevention may be very different
- it would be a headache administratively and at the Board
- Trindel is based on common needs and special districts have their own JPAs meeting their common needs
- it will be difficult to recruit until we can show how it will financially beneficial to the new member (does this mean wait until the next insurance crisis)

Action:

- **Amend Resolution 03-11 Membership Eligibility Requirements**

Don's assignment:

Bring to November 2005 Board meeting an amended resolution that includes (1) staff cost analysis, (2) list of actions applicants needs to take, and (3) a plan in the event that 1 county asks for membership consideration – that is, how will Trindel actively pursue other members to make the cost:benefit analysis work.

Significant Issues

Board Member Needs

Excellence in Board governance creates successful organizations. While not an easy thing to do, particularly in member-based organizations, Board of Directors must assume responsibility for continuing a tradition of excellence in Board governance. This is a task that cannot be delegated or ignored.

What do you need to be an effective Board member?

- clear and precise information
- knowledge of programs and financial impact on counties (need to be involved in budget / finance process at your county)
- listening to issues, concerns and needs of our own counties and those of Trindel members
- stay active in and connected to things happening in own county
- actively promote Trindel within own county
- know Trindel staff
- know what's happening with own county's safety program
- continued knowledge and education about the business of Trindel
- confidence and "ear of" the Board of Supervisors
- knowledge and understanding of what's happening at EIA
- your alternate needs to be at Trindel Board meetings
- progressive attitude, be honest and flexible
- support Trindel programs and make them happen in own county
- have an open mind and be open to other's opinions
- as an alternate, know the wants and needs of your Trindel Board member
- annual workplan for Trindel
- continuity in representation at Board meetings from members

Significant Issues

Board Member Needs

Action:

- **It's the Board's responsibility to keep an eye on Board member participation. The Board as a whole needs the participation of all its members at Board meetings.**

Option #1 When a county consistently doesn't send their Board representative then the Executive Director and a Board member will visit with the county's CAO, Board of Supervisors or others to encourage their participation.

Option #2 Trindel's Board will send a letter of concern to the Chair of the county Board of Supervisors.

Option #3 Encourage alternates to attend Trindel Board meetings; Board members are responsible for keeping their alternate updated.

Option #4 Encourage the appointment of county representatives who want to be active in Trindel.

Don and Peter's assignment:

Contact the Mono and San Benito Boards of Supervisors prior to the next Trindel Board meeting in November 2005.

- **Prepare for and conduct a Board discussion about the distinctions between the roles and responsibilities of Board members and safety staff in the board room. It's important to have county safety staff present at Board meetings.**

Don's assignment:

Coordinate the preparation for a November 2005 Board meeting discussion.

Significant Issues (continue)

Staff Succession Planning

Transition Plan

Steps:

- | | | |
|-----------------|---|---------------|
| 1 st | Recruitment = 1 month, 3 weeks | |
| | ○ Select a Trindel member county to assist | 1 week |
| | ○ Conduct recruitment | 6 weeks |
| 2 nd | Selection = 2 months, 1 week | |
| | ○ Initial application screening
(by county personnel department and may invite current Trindel staff to assist) | 1 week |
| | ○ Notification of interviews | 2 weeks |
| | ○ First interview by panel
(Executive Committee and / or invite assistance from others – e.g., loss prevention staff, ask Safety Office to advise panel) | 1 week |
| | ○ Background check and drug screening | 2 weeks |
| | ○ Full Board interview and selection | 2 weeks |
| | ○ Offer job | 1 week |
| 3 rd | New Executive Director = up to 1 month | up to 4 weeks |
| | ○ Notifies current employer | |
| 4 th | Executive Director on the job training = 2 to 5 months | |
| | ○ Length of time for Trindel candidate | 8 weeks |
| | ○ Length of time for outside Trindel candidate
(2 Board meeting cycles) | 20 weeks |
| ----- | | |
| 4 th | Safety Officer on the job training = 5 months
(2 Board meeting cycles) | 20 weeks |

Significant Issues (continue)

Staff Succession Planning

Summary:

Executive Director	Hire 4 months Notice 1 month Training 2-5 months	Total 7 to 10 months
Safety Officer	Hire 4 months Notice 1 month Training 5 months	Total 10 months

Both Don and Gene indicated they would try to provide a 1 year notice when they intend to leave the organization.

Prepare for Transition Plan:

- #1 Create formal Trindel documentation
 - policies, procedures, Trindel history and other documents
 - personnel manual (based on Lassen County's manual)
 - review bylaws and JPA to ensure match between these and Executive Director's job description and personnel agreement (contract)
- #2 Write formal job descriptions with
 - qualifications (minimum - demonstrated)
 - expected length of commitment
 - previous position (risk manager, auditor, loss prevention specialist)
 - location of Trindel office (bylaws state in a member county – need to change?)
- #3 Determine salary and benefit structure
 - will the employees be "at will"
- #4 Create good pool of candidates
 - develop contingent plans if unable to obtain qualified candidates
- #5 Selection of candidates
 - make sure there is a good fit between the position qualifications and candidates
- #6 Board interviews
 - hold at EIA office in Sacramento

Significant Issues (continue)

Other Issues – Board Orientation and Mentoring

New Board Member Orientation:

Purpose of the orientation is to get new Board members and new alternate Board members interested in and committed to showing up and participating in Board meetings and activities.

Develop policy to include:

- Trindel staff to orient all new Board members and new alternate Board members upon their appointment
- Board members brief their Board replacement
- New Board members and new alternate Board members are to attend the annual EIA orientation
- New Board members and new alternate Board members are expected to read all material sent to them regarding Trindel business
- New Board members and new alternate Board members are expected to attend Trindel Board meetings

Action:

- **Board adopt Board orientation policy at November, 2005 meeting.**
- **Don and Gene will provide 1 hour of education at each Board meeting.**

Significant Issues (continue)

Other Issues – Risk Management / Loss Prevention Succession Planning

At counties:

- Trindel members contribute* funds for a safety person
- Trindel counties without staff or staff preparing to retire receive first priority for the safety person
- once a county is selected, it receives the funding for a safety person for 2 years if it commits to hiring the person permanently after 2 years
- then, another county gets funding for a safety person for 2 years

*variation on joint funding is for a county to keep their premium reduction at Trindel to be returned to that county when they need to hire a safety person

Note: Any Trindel member at any time may offer to have their training (by Gene) re-directed to another member who may have more need of it.

Action:

- **Schedule this item for continued discussion at the Board's November, 2005 meeting**

At Trindel:

- hire an Assistant Executive Director and Assistant Safety Officer right now in anticipation of current staff leaving Trindel
- this staff expansion would provide back-up to current staff and begin steps toward staff success

Action:

- **No action to be taken at this time**

TRINDEL RETREAT EVALUATION

Directions: The responses to the following questions will be used in planning for future sessions and be presented in the notes from this meeting.

#1 What were the highlights of the session?

Kept on track. Great discussion.

The highlight was seeing the dynamics of this wonderful group of people...how we brainstorm, strategize and develop great plans for Trindel's future.

The overall exercise being culminated into a concise set of goals.

The good thoughts and exchanges leading to a good conclusion.

The whole process is a highlight.

The process of the strategic planning was new and my first time. A very good education.

Interaction of members. Actual plans and goals set.

I enjoyed the mind map process.

Having an independent facilitator to maintain focus / direction. Complete participation and active participation. Using a "Parking Lot." How productive it was – sharing view / opinions.

The exchange of ideas and establishment of our highest priority actions.

All. Gail's presentation.

Group participation. Facilitator keeping it all together.

Mind map a good exercise.

The entire session was very productive and the participation from everyone made it successful.

Evaluation (continue)

#2 What were the lows points of the session?

No low points.

The normal chaos, but with productivity as the end result.

Sometimes not being able to keep up with the history when brought up (i.e., mission statement, etc.)

Occasionally we would get stuck on details.

We were all a bit tired Thursday afternoon.

Only that all counties were not present.

There were none.

Certain participants dominating comments and input.

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None.

Toooooo much by the clock, when the heads hit the deck, time to stop!

Thursday afternoon about 3:00 – burned out!

None.

#3 Were your expectations met?

Yes, Trindel is moving forward and hopefully can accomplish these priorities.

In retrospect yes, at the end of yesterday wasn't sure.

Yes.

Yes, probably more than met. I consider the session very productive.

Yes, there is a plan to move forward.

Yes – I understand Trindel's expectations.

Evaluation (continue)

#3 Were your expectations met?

Yes.

Yes, primarily. I am still concerned that we have not discussed a contingency plan for recruitment in the event no qualified (or desirable) applicants are identified.

Yes, always when Gail is the facilitator.

Yes.

For the most part. We didn't get to long range planning but I think that was because we don't go through this process often enough.

More so!

Yes.

Yes, 100%.

Don't know; depends on the follow-up that is required to complete identified tasks.

#4 What can be done to improve the next session....

.... in preparation?

Provide members topics to work on prior to meeting – come already with some thoughts.

None.

0 – this was well done.

Can't think of any.

The pre-meeting with Gail needs more time.

Evaluation (continue)

#4 What can be done to improve the next session....

.... in delivery?

None.

Well done.

None.

Well done.

.... in follow-up?

Long time line for activities! Need to keep us on track.

Will see down the road.

#5 Other comments:

Good job as always. Thank you as always.

I think the next process will be easier since I will have more experience with the group.

Just keep bringing Gail back. She keeps us on track and uses her insight, knowledge and experience to help us develop a wonderful organization.

Overall, the session was great. Gail really knows her job.

Thank you.

Great facilitator!

You da best!

Gail is fantastic, is always prepared, she keep us on track but also gives us the freedom to express our thoughts and ideas.