

**CALIFORNIA JOINT POWERS RISK MANAGEMENT AUTHORITY
STRATEGIC PLANNING RETREAT
18 April 2001 * Bodega Bay Lodge**

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MISSION STATEMENT

The California Joint Powers Risk Management Authority is dedicated to maintaining a commitment to excellence in the protection of its member entities from catastrophic liability and other financial losses.

THREE YEAR GOALS

2000-2003 * not in priority order

- ▶ **Maintain financial stability**
- ▶ **Develop and implement a marketing plan**
- ▶ **Provide training opportunities for the Board and member entities**
 - ▶ **Improve communication at all levels**
 - ▶ **Improve accountability at all levels**

SIX MONTH OBJECTIVES

April 18, 2001 through October 31, 2001

GOAL: MAINTAIN FINANCIAL STABILITY

SIX MONTH STRATEGIC OBJECTIVES:

1. At the June 21, 2001 Board meeting, the Financial Analyst will present to the Board a financial action calendar including selection of an auditor or actuarial and annual financial statement.
2. At the June 21, 2001 Board meeting, the General Manager will provide a report which identifies and quantifies indicators of financial stability.
3. Beginning July 1, 2001, and quarterly thereafter, the Financial Analyst will monitor the indicators of financial stability and report to the Board.

GOAL: DEVELOP AND IMPLEMENT A MARKETING PLAN

SIX MONTH STRATEGIC OBJECTIVES:

1. At the June 21, 2001 Board meeting, the General Manager will present a visual presentation about CJPRMA's history, successes and the benefits of being a member.
2. At the June 21, 2001 Board meeting, the General Manager will present the results of a survey of other existing JPAs to determine their products, services, costs and how the CJPRMA compares.
3. At the September 27, 2001 Board Meeting, the Executive Committee will develop and recommend to the Board for its consideration a Marketing Plan.

FUTURE OBJECTIVE

1. At the January 2002 Board meeting, the General Manager will provide to the Board an update on the implementation of the Marketing Plan.

GOAL: PROVIDE TRAINING OPPORTUNITIES FOR THE BOARD AND MEMBER ENTITIES

SIX MONTH STRATEGIC OBJECTIVES:

1. Ongoing, the General Manager will provide face-to-face orientation for new Board members and/or alternates and others who desire it.
2. At the June 21, 2001 Board meeting, the General Manager will present the results of the Lapedus Study for Board discussion.
3. By June 1, 2001 and quarterly thereafter, the General Manager and Legal Counsel will produce a white paper on a selected litigated issue (e.g. effect brown-outs at traffic signals was previously done) suitable for passing on to appropriate departments.
4. At the September 27, 2001 Board meeting, the Executive Committee (Bill – lead), General Manager and Board Counsel will recommend to the Board an annual training program (including which training should be mandatory and which should be optional).
5. By October 31, 2001, the Communication Committee (Bob Koch – lead) will identify trainers (including those in cities) who can provide identified training for the CJPRMA members.

GOAL: IMPROVE COMMUNICATION AT ALL LEVELS

SIX MONTH STRATEGIC OBJECTIVES:

1. Ongoing, each Board member will commit to directly discussing with the General Manager the concerns/problems they have with CJPRMA staff/General Manager in a timely and proactive manner.
2. Ongoing, the General Manager will discuss in a timely and proactive manner problems/concerns CJPRMA staff are having with a member and his/her entity.
3. At the June 21, 2001 Board meeting, and annually thereafter in January, the General Manager will provide an Annual Report including coverage lines and financial condition.
4. By July 1, 2001, and ongoing thereafter, the General Manager, with input from Board Counsel, Broker and the Communications Committee will update the group email system to deliver updates on 'hot topic' legal, legislative and insurance-related issues.

GOAL: IMPROVE ACCOUNTABILITY AT ALL LEVELS

SIX MONTH STRATEGIC OBJECTIVES:

1. Seven (7) days prior to the Board meeting, each Board member will review their agenda packet and contact the General Manager if they have need for further information about the agenda.
2. Two weeks before each Board meeting, the General Manager will provide the agenda packet to the Board members.
3. Twenty-one (21) days prior to each Board meeting, the Board members will provide to the General Manager requests for information/discussion items to be put on the agenda.
4. Twenty-one (21) before a Board meeting, the General Manager will send out a list of agenda items if it appears a meeting is not needed and get feedback from the Board about canceling the meeting.
5. At least seven (7) days before a committee meeting, the Committee Chair will send the committee agenda to the General Manager for posting and for distribution to the Board.
6. At each committee meeting, the Committee Chair (lead), with input from the committee, will develop the preliminary agenda for the next committee meeting.
7. Beginning May 1, 2001, and ongoing thereafter, the General Manager will list routine agenda items for Board meetings on the annual calendar.
8. Beginning with the June 21, 2001 Board meeting, and at each meeting thereafter, the General Manager will provide a status claims report diary to the Board.

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
April 20, 2001	Board members and staff	Read the retreat record
Monthly	Caren - lead with input from objective leads	Review progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Caren	Distribute to the Board the monthly status report on the goals and objectives
November 15, 2001	Board members and staff	Strategic Planning Retreat for a more thorough review of progress on the goals and objectives. Set objectives for the next six months.

ASSESS STRENGTHS: WHAT'S BEEN GOING WELL WITH CLPRMA?

[Brainstormed List]

- Financially stable
- Communication improved
- Staff stability
- Retained earnings have gone up
- Good working relationships among the Board
- Produced our annual report
- We continue to do a good job controlling our litigation
- Started using email with all the Board members
- Agenda packets are getting out sooner
- Continue to share information and ideas – not done in the private sector
- Council has given us tools to share, e.g. policies, procedures
- Ability to collaborate and commiserate with colleagues over problems and issues
- All but two members are at this meeting
- Policies and procedures being developed and implemented re: litigation
- We have cleaned-up binders
- A lot of good information is coming about general policy and information about how to avoid litigation
- Insurance renewals
- We shared documents and programs already in place
- Improved timing regarding status reports
- Continue to get refunds

WHAT'S NOT GOING AS WELL AS YOU WOULD LIKE?

[Brainstormed List]

- Lack of follow-up on goals and objectives
- Very slow response from members on data requests
- No new agencies have joined the organization
- Lack of staff analysis on agenda bills
- Spending too much money on consultants for products we many not need, have a use for, or already have the information about
- General and administration costs too high
- Board members are unexcited about Board business – fitting it in with regular business
- Annual report late – bounced back and forth between Board and staff
- Unrealistic expectations from the Board, e.g. more information being requested than is needed – information overload
- Marketing study not done
- Training has not been developed
- “Hot Topic” communication stalled
- Agenda review process is not as good as it should be
- Search for office not going well
- Lapidus study was overbroad and time wasted
- We may be moving from excess pool to primary pool
- Increase in administrative costs
- Projects are being completed more slowly than anticipated

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON CJPRMA IN THE COMING YEAR?

[Brainstormed List]

- There is more assault on public entities so public entities are banding together and becoming more active
- Growth of smaller cities that may need additional coverages
- Hardening of the insurance market makes the pool more attractive
- Continued growth of the Internet and email
- Energy crisis could divert the Legislature from passing too many bills
- Competition among brokers
- Veto of a national ergonomic standard
- Fewer environmental laws with the new Administration will/could result in fewer lawsuits
- Loosening up of the commercial space market
- TPAs becoming more responsive to the JPA requirements

WHAT ARE THE EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON CJPRMA IN THE COMING YEAR?

[Brainstormed List]

- The overall role/position of California among the other states in the new Administration
- FEMA legislation
- Workers Comp legislation
- Competition
- Falling revenues for cities
- Bear market
- Increase in employer-employee lawsuits
- Recession in California
- Bad police press
- Failure of the education system
- 3% at 50 for public safety
- Aging workforce
- Cost of living in the Bay Area, especially housing
- Energy crisis - the electricity market
- Shrinking of insurance markets and brokerages
- Continuing negative Appeals Court decisions
- Stronger inflationary pressures
- Changing demographics in California - a lot of unknowns
- Shifting of responsibilities from the State/counties to local
- Poor employment pool

FOR THE JUNE 21, 2001 BOARD MEETING

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