

WSTIP Executive Committee Retreat

January 21-23, 2015

Cedarbrook Lodge, SeaTac

AGENDA

(Subject to the attendees interests and participation)

Theme: “Bridge the Gap.”

Purpose: Setup the Executive Committee as a cohesive team for success (as we define it) in 2015.

Wednesday, January 21

5:00 – 6:00 p.m.	Convene & Socialize	Tab
6:30 – 7:00 p.m.	Dinner	
7:00 – 7:15 p.m. 7:15 – 9:00 p.m.	Welcome – Nick Covey Setting the Context – Be Possible Getting Connected – Be Possible	Handout
9:00 – 10:00 p.m.	Socialize & Connect	None

Thursday, January 22

7:00 – 8:00 a.m.	Breakfast – Tamarack Hall	
8:00 – 9:45 a.m.	Board Role & Responsibility - Be Possible <ul style="list-style-type: none"> ● Fiduciary, Governance, and Generative ● Highlight interview outcomes 	PowerPoint
9:45 – 10:00 a.m.	Break	
10:00 – Noon	Board Development - Be Possible <ul style="list-style-type: none"> ● “What’s the problem with Trust?” ● Highlight interview outcomes 	PowerPoint
Noon – 1:00 p.m.	Lunch - Tamarack Hall	
1:00 – 3:15 p.m.	Board Development Continued - Be Possible <ul style="list-style-type: none"> ● Bridging the Gap 	
3:15 - 3:30 p.m.	Break	
3:30 – 3:45 p.m.	2014 Strategic Plan Review Presentation - All <ul style="list-style-type: none"> ● Progress on Strategic Plan 	Strategic Plan – 8 Key Points
3:45 - 5:30 p.m.	Facilitated Discussion - Be Possible <ul style="list-style-type: none"> ● Harvest learning from 2014 Strategic Focus for 2015 - Be Possible <ul style="list-style-type: none"> ● Facilitated Discussion 	
5:30 p.m.	Social - Dinner	

Friday, January 23

7:00 – 8:00 a.m.	Breakfast – Tamarack Hall	
8:00 – 10:30 a.m.	2015 Work Plan - Be Possible <ul style="list-style-type: none">● Build Work Plan	
10:30 – 11:00 a.m.	Executive Committee Meeting - Nick <ul style="list-style-type: none">● Set calendar, work plan, any committee assignments, approve December minutes, and vouchers	
11:00 - Noon	Debrief & Adjourn - Be Possible	
Noon	Lunch	



January 22, 2015

TO: WSTIP Executive Committee Retreat

FROM: Al Hatten, Executive Director

SUBJECT: **Strategic Plan Update**

Background

At every Executive Committee meeting this year, one of the proposed strategic objectives (below) have been presented. The exception is topic #4. Listed below is also an update on what action (if any) was taken on the topic. As part of the Executive Committee Retreat in 2015, the attendees will be asked if they are satisfied with the strategic objective reviews completed or if there is more work to be done on each item. Also, attendees will be asked to brainstorm to identify additional strategic objectives.

This list is numbered solely to make the topics easier to reference.
The number does NOT indicate any priority.

1. Mandatory Best Practices – Reviewed in May 2014 with no action taken

Are Best Practices All Created Equal

The WSTIP staff think all best practices are important. However, we will freely admit there may be best practices that have a more direct correlation to WSTIP's bottom line than others. For example, all members do a good job in new operator training. However, if you focus on remedial or refresher training, you will see more members falling below the mark.

Another area worth focusing on for WSTIP's bottom line is the best practice on digital recording systems. Although the compliance generally looks good, full compliance is almost at the same spot it was when we initially made the best practice. Therefore, full compliance for all members is many years away.

- 2. Unbundled less favorable risk exposures – Reviewed on June 2014 with no action taken**
- 3. Increase Loss Prevention and outreach programs – Reviewed on October 2014 and added campaigns to Loss Prevention Policy adopted in December 2014.**
- 4. Expand professional training and opportunities: Function of the Board Development Committee.**

5. Explore joint ventures with stakeholders – **October 2014 Meeting with Princeton University, Greater Cleveland Transit, APTA and Munich American regarding Collision Avoidance Technology. Partnered with Munich-RE in 2015 to conduct collision Avoidance Study on a limited scale.**
6. Address experience rating beyond auto liability i.e.: E&O; GL; Property – **Reviewed in June 2014 and decided to take no action**

The Executive Committee appreciated the analytics and felt no need to look further at experience rating as a whole.

7. Legislative action to address tort reform – Long-term option
8. Continue to self-tax as necessary – **Action taken at the October/December full Board meeting in 2014 to increase confidence level to 75%**

Proposed new studies for discussion:

1. Loss Prevention Culture: What is it and why don't we have it
2. R & D funding: A funding stream for beta-testing collision avoidance options
3. Define measurable strategic objectives as to what, when and who.
4. Effective data metric for Senior Management and/or governing board at each agency

What is after the Strategic Objectives?

After the strategic objectives, the remaining issues to develop the strategic plan are:

Short-term goals/priorities/initiatives: These items convert the strategic objectives into specific performance targets that fall within the one- to two-year time horizon. They state what, when, and who and are measurable.

The Board has clearly focused on the long term goal to be able to have the option to self-insure up to 5-million dollars by the year 2013 or sooner.

The Board has also accepted staff recommendations to zero in on three primary campaign initiatives:

1. Securement (both fixed route and demand service)
2. Rear-end events
3. Pedestrian strikes in or near crosswalks/intersections

Action items/plans: These specific statements explain *how* a goal will be accomplished. They're the areas that move the strategy to operations and are generally executed by teams or individuals within one to two years.

Accountability: You use a scorecard to report the data of your key performance indicators and track your performance against the expected outcomes.

Background/Points of Consensus:

The Executive Committee has consensus on some essential parts of the Strategic Plan. These parts included:

- The Mission Statement = Reduce member agencies' cost of risk.
- The Vision Statement = "Be the premier provider of high-quality, cost effective risk management products and services for its member agencies".
- The Core Values:
 - Integrity-doing the right thing
 - Leadership-vision, focus, results
 - Ownership-we are all in this together
 - Enthusiasm for Success-determined to be great
 - Trust-good people doing great work
- The Competitive Advantage Statement = every year WSTIP faces challenging issues. Many of these issues are directly related to the diversity of the operations of its members and the challenge of providing insuring and risk management products, some of which are in competition with a global insurance industry. WSTIP members recognize that they are the best judges of their own operations, and that pooling their financial resources and knowledge offers them a potential level of service not available from commercial insurers. WSTIP recognizes that it must continually use its member knowledge, staff expertise, and consultants and sound risk management principles to continuously upgrade its products and services.
- The Long-Term Strategic Objective = The Board shall, to the maximum extent feasible, in the adoption of the Pool's annual budget incorporate allocations and contributions which will allow and support an optional self-insured retention for liability exposures of \$5 million by 2023.

AH/tc

2014 Executive Committee Work Plan

2014 Executive Committee Work Plan																
General Work Items	Who	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2014 Jan	Feb	Mar
Charter and Close Committees	Executive Committee			*										*	*	
Best Practices	Executive Committee		*	*	*	*	*	*	*	*	*	*	*			
Name Change/Interlocal Agreement	Executive Committee		*	*	*	*	*	*	*	*	*	*	*			
Mutual Aid Agreement	Executive Committee		*	*	*	*	*	*	*	*	*	*	*			
Non-Profit Creation	Executive Committee		*	*	*	✱										
Strategic plan	Executive Committee		*	*	*	*	*	*	*	*	*	*	*			
Claims settlement philosophy education	Executive Committee			✱												
Ron's evaluation/AI's evaluation	President/EC						*	*	*	✱						
Training Coalition appointment	EC / Tracey												✱			
Strategic plan	EC / Board / AI		*	*	*	*	*	*	*	*	*	*	✱			
Subcommittees																
Audit/Finance	Executive Committee/Ben										*	*	*			
Board Development	Greg, Paul, Tom, Corey		charter	*	*	*	*	*	*	*	*	*	*			
Emerging Risks and Opportunities	Corey, Ben, Ed, Greg, Staci		✱	charter	*	*	*	*	*	*	*	*	*			
Fiduciary	Jerry															
Governance	Ken, Nick, Emmett			*	*	*	*	*	*	*	*	*	*	*		
Legislative Committee	Dale, Nick, Tom, Wendy		*	*	*	*	*	*	*	*	*	*	*			
Nominations	Ken, Nick, Emmett									*	*	*	✱			
21st Century Committee	Corey, Ben, Ed		✱													
Underwriting Committee	Ben, Paul, Terry, and Nick		*	*	*	*	*	*	*	*	*	*	✱			
Staff Follow-up Projects	Who	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2014 Jan	Feb	Mar
Rating methodology education session	Jerry/actuary						✱				*					
Cyber security	Tracey		*	*	*	*	*	*	*	*	*	*	*	*		

2014 Executive Committee Work Plan

- 1 Strive for transparency about the role you are playing.
- 2 Instead of driving an issue, the Executive Committee will work from its work plan to decide what to do.
- 3 Operate under parliamentary procedures.
- 4 Be recognized before speaking.
- 5 Members will come prepared; read materials in advance and participate during the meeting.
- 6 Try not to dominate the conversation; let someone else have a turn.
- 7 Finish the meeting on time.
- 8 No side conversations.
- 9 Show respect by adhering to principles 4 and 8.
- 10 The President runs the meetings; not the Executive Director.
- 11 The Executive Committee can agree to allocate more time to discuss a topic.
- 12 The Executive Committee decides by majority rule, but strives for consensus. Consensus is defined as the ability for every Executive Committee member to be able to live with the decision.
- 13 The Executive Committee will flag "hot topics" for members to check in with members on.
- 14 Proposals to the Board are forwarded with Executive Committee endorsement. Proposals that require Board action, Executive Committee members can share their opinion if they disagree with the Executive Committee's recommendation.
- 15 The Executive Committee will review their work plan every month and identify what needs to be taken to members.
- 16 Make sure that communication to the Board is complete.

*Working Principles formed during 2007 Executive Committee Retreat, November 29 and 30, 2007; revised during 2009 Executive Committee Retreat, January 22 and 23, 2009. Reviewed at Executive Committee 2011 Retreat, January 20 and 21, 2011. Revised during the 2012 Retreat. Working principles were not changed in the 2014 retreat

Tribal Rules (from January 2012 Retreat)

- 1 Put the needs of WSTIP first.
- 2 Serve as member representative before taking a leadership role.
- 3 Provide a development track for members.
- 4 Expect people to take a leadership role.
- 5 Everyone who ran for Executive Committee office can come to the Executive Committee retreat.
- 6 No side deals -- raise your concerns with the entire Executive Committee
- 7 Everyone's views are heard. Once Board decision is made, support it.
- 8 Respect the office -- respect the roles each person takes.

2014 Executive Committee Work Plan

Mental Models

- 1 . WSTIP Board will meet four times per year.
- 2 . WSTIP will offer \$12,000,000 in policy limits for Auto/General Liability.
- 3 . All Members will receive the same Loss Prevention Grant amount.
- 4 . All members are assessed on the same rating methodology.
- 5 . The Executive Director will be hired by the Board and evaluated annually.
- 6 . All best practices will be agreed to on a voluntary basis (exception: driver record monitoring).
- 7 . Membership is restricted to Washington State transits of a minimum size and experience history.
- 8 . WSTIP primary purpose is insurance.
- 9 . No rail or ferry coverage will be offered.
- 10 . General wage increases are subject to the action taken by Intercity Transit.
- 11 . Auto liability rates are determined by mileage and experience.
- 12 . General/Public Officials (E & O)/Property rates are all determined by the actuary with no experience rating.
- 13 . Claims will be resolved in a "fair, equitable and responsible" manner.
- 14 . Subrogation is a value added service and all recovery is returned to the members.
- 15 . WSTIP offices will be located in Olympia.
- 16 . WSTIP/WSTA relationship will be collaborative and mutual.