

WASHINGTON STATE TRANSIT INSURANCE POOL

Strategic Plan



AN ORGANIZATIONAL DEVELOPMENT PROCESS

~~Adopted 03/24/2017~~

DRAFT 3/15/2018

STRATEGIC PLAN

Introduction

Each year the Washington State Transit Insurance Pool (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. The members of WSTIP recognize that they are the best judges of their own operations, and that pooling their financial and knowledge resources offers them a potential level of service not available from commercial insurers. WSTIP recognizes that it must continually use its member knowledge, consultants and professional staff expertise, and sound risk management principles to continuously upgrade its products and services.

Mission/Vision Statement-Strategic Objectives

The mission of the Washington State Transit Insurance Pool is simple, broad and all encompassing. The mission is to **reduce member agencies cost of risk.**

The organization's vision is to **be the premier provider of high-quality, cost effective risk management products and services for its member agencies.**

Core Values

The mission and vision is derived from the stated core values of the organization, which in turn support the implementation of the mission and vision:

- **Integrity: Doing the right thing.** Member representatives and staff strive to always be honest and straightforward with each other, operating within the letter and spirit of the law, and utilizing all available tools to recognize, assess, and manage risk.
- **Leadership: Vision, Focus, and Results.** Member representatives and staff have a clear vision of where the Pool is going, focusing resources on Board defined objectives and strategies, developing collaboration skills, and taking on assigned areas of responsibility with a deep commitment to deliver results.
- **Ownership: We're all in this together.** Member representatives place the interests of the Pool above the interests of their member systems, understanding that all members benefit most when the Pool is successful. This includes accepting responsibility for the entire Pool's needs, and seeking not only to improve their own systems but others' as well.
- **Enthusiasm for Success: Determined to be great.** Member representatives and staff are determined to be the best at what matters most. They have a healthy dissatisfaction with the status quo, a compelling desire to improve and excel, and are committed to excellent customer service.
- **Trust: Good people doing great work.** Member representatives and staff respect Pool colleagues, members, and stakeholders, treating them as they would want to be treated. They have confidence in each other's capabilities and intentions, and believe people work best when there is a foundation of trust.

Long-Range Strategic Vision

The WSTIP Board has adopted a Financial Target Policy that essentially states... *to the maximum extent feasible, in the adoption of the Pool's annual budget, incorporate allocations and contributions which allow and support an optional self-insured retention for liability exposures of \$5 million by 2023.*

Strategic Planning-Implementing the WSTIP Policy Manual

In addition to the long-range strategic vision of this Strategic Plan lies the **WSTIP Policy Manual**. The policy manual provides for the Board's direction in the areas of ~~Foundational~~foundational documents, such as Governance, Operations, and Finance with measurable outcomes and assigned responsibilities.

Rather than engage in a process that is staff and paper intensive and duplicative of the Policy Manual, the WSTIP Board has concentrated on key strategic outcomes and emerging issues focused around several strategic objectives.

The broad strategic objectives incorporated herein are ongoing in nature. Each year, supporting operational plans will be developed to focus the staff and membership on continuously improving the outcomes in each broad area.

The Board recognizes that its role is to develop the strategic direction contained in the plan and evaluate the organization's efforts to achieve that plan. The strategic and operational objectives are the centerpiece of each annual work plan implemented through the administrative budget. In this respect, the Board has committed to evaluating the progress of the Pool's Executive Director's and the implementation of the annual work plan.

WSTIP's Five Strategic Priorities:

- 1. Loss Prevention**
- 2. Loss Control**
- 3. Board and Staff Engagement/Relationship**
- 4. Competitive and Stable Rates**
- 5. Develop Products and Services to Meet Member Needs**

~~(1) Loss Prevention~~

(1) Loss Prevention – WSTIP desires to keep people and property safe. In keeping with that priority, WSTIP adopts the following three goals:

1A: Reduce claims resulting from ~~aggressive~~rear-end collisions, passenger injuries from hard braking, pedestrian/bicycle strikes and improper mobility device securement by 6% by December 31, 2018.

1B: By December 2022, have a minimum of a 50% reduction in claim frequency and severity of claims greater than \$500K as compared to 2015.

~~1C: Increase the compliance with Best Practices by the end of 2017.~~

~~1D: Increase number of mandatory Best Practices from 1 (driver record monitoring) to 2 by the end of 2017.~~Reduce bus pedestrian/cyclist strikes to “zero” annually.

Action Items

~~Identify ways and means to provide consistent information reporting for high risk areas identified in 1A.~~

~~Charter Origami Data Group as a Board Committee—Data Governance by March 2017. Set work plan and goals to support strategic plan specifically 1A and 2B~~

~~Example of work may include: make definitions for each area and establish metrics used, modify data entry forms to clearly identify which fields are required, create automated work flows to ensure data is collected.~~

~~Communicate with all individuals responsible for data entry to ensure consistent information reporting on high risk areas identified in 1A.~~

~~Determine which years and data sets to use to make comparisons and report to the Executive Committee by September 2017.~~

Document accountability and compliance to Best Practices with annual reporting to Board by December 2018. (This action item has been in the strategic plan in 2016 and 2017. Since it is something the staff wish to continue, it should be incorporated into ongoing operations by adding the item to the Governance Policy: Loss Prevention Program with the Governance Policy Committee's concurrence.)

Conduct ongoing reconnaissance for emerging risks with semi-annual reporting to the Executive Committee on findings and recommendations. (This action item has been in the strategic plan in 2016

and 2017. It is part of the charter of the ER&O committee. Reporting from that committee is quarterly. Staff should review on whether this action item needs to stay here or could live elsewhere.)

Data Governance Committee to define cause codes that identify passenger injuries from hard braking by June 30, 2018 (1A). Determine if data cleanup is necessary to ensure consistent information is available for high risk areas identified in 1A. ~~Implement~~ if necessary, complete data cleanup by August 31, 2018.

Develop an education program on emerging technology (a.k.a. a road show) which includes a range of technology innovations (including using telematics, coaching, on-board technologies) on buses. (1A, 1B, 1C)

Development of education program / pilot

Develop catalog of technology by mid-April, present to Executive Committee April 26

Work with Munich Re to incorporate advanced analytics to the story April 26

Develop communication program for members, pilot to Executive Committee May 24

Executive Committee help create call for action by May 24

Refine if necessary-

Pilot program with a transit agency by June 30, 2018

Refine if necessary

Deliver program throughout membership, obtain commitments for call for action by Dec 31, 2019

Preliminary work on hiring a project manager by September 2019 for 2020 hire

Identify specific responsibilities by mid-year 2019

Hire project manager position by March 1, 2020

Assist and facilitate Phase 2 of Collision Avoidance Project (scheduled for 18 months) which will roll out a larger test of warning system and a new test for adaptive braking (1A). Report outcomes to the Board by June 2019.

Provide annual progress reports to the Board for 1B. Provide final report to the Board for 1B by December 2022.

~~Determine additional incentives and disincentives for Best Practice compliance by the end of 2017 (1C).~~

~~Report to full Board listing of existing Best Practices and currently tracked metrics by March 2017 (1C).~~

~~Report to full Board all currently tracked compliance items on an annual basis (1C). Explore new ways to track compliance with Best Practices and implement if appropriate by the end of 2017 (1C).~~

~~Identify ways and means to decide which existing Best Practices are appropriate for mandatory Best Practices (1D) by June 2017.~~

~~Review existing Committee charter or create new charter for working group on mandatory Best Practices. Have committee start with Digital Recording Systems on buses. Draft report due in September 2017 with an action for Board by December 2017 (1D)~~

(1)(2) Loss Control

~~2A: Enable member access to claims data to meet member's internal needs by June 2017.~~

~~2B: Improve claim information coming from claims department to the Executive Committee/Board (provide more balance) as measured by reporting of denied claims to be completed by June 2017.~~

~~2C2A: Increase Board member awareness of claim cost, root causes, and lessons learned as measured by distribution of serious loss reports for top areas or risk for claims that exceed a value of \$100,000 by March 2017 annually.~~

~~2D: Increase availability of video recordings on revenue vehicles.~~

Action Items

~~Use Origami Data Group — Data Governance as a sounding board to ensure member access is being met. Invite all members with unique data access issues to be part of that working group. Member representatives participating on this group will determine satisfaction (2A).~~

~~Survey Board members regarding necessary changes to Origami and communicate processes (2B). For example:~~

~~Survey Board members regarding information they wish to receive prior to settlement/trial decision of a claim or lawsuit with a value of greater by June 2017 (establish communication touchpoints) (2B).~~

~~Survey Board members regarding who they wish to receive the information June 2017 (communication touchpoints should be directed to who) (2B).~~

~~Implement template report by December 2017 (2B).~~

~~Incorporate changes in claims manual (2B).~~

~~Provide at least four serious loss reports to the Board of Directors annually. Staff may distribute these reports via email, conduct webinars, provide in Board materials, or during work sessions or Member Representative meetings.~~

~~Create a standardized menu of Origami reports that meet member needs. Advertise menu to individuals and allow those to access information through automated reporting (2A and 2B).~~

~~Explore utilizing a dashboard to help report on claims activities or strategic goal milestones (2A and 2B)~~

~~Explore a wider distribution of Serious Loss Reports from Board members to work sessions (2A and 2B).~~

~~Research percentage of paratransit and fixed route fleet that have digital recording systems to establish a baseline (2D) by May 2017.~~

~~Add availability of video recordings to event information captured within Origami (2D).~~

~~Add questions regarding the availability of digital recording systems to annual vehicle inventory information (2D).~~

~~Utilize a committee structure to review existing Best Practice for Digital Recording Systems (1C and 2D).~~

~~Research alternative methods, including grant funding and per claim deductibles, to increase compliance of Best Practices and present to the Board (2D).~~

(2)(3) Board and Staff Engagement

3A: Improve Board engagement as measured by 88% participation in Board activities such as meetings, workshops, and member representative meetings by December 31, ~~2017~~2018.

3B: Improve Board engagement in out-of-state travel or joint programs with other stakeholders (WSTA, WSDOT) as measured by 60% participation by December 31, ~~2017~~2018.

3C: Improve Board knowledge and education as measured by 75% completion of the Behind the Curtain by December 31, ~~2017~~2018.

~~3D: Executive Director, in consultation with WSTIP staff, develop individualized professional development plans for 100% of the employees by December 31, 2017.~~

~~3E: Provide overview of defense counsel selection process and overview of Board Members' role when a lawsuit is filed by December 2017.~~

Action Steps

Survey after each Board event for participation levels to determine baseline and success (3A). Report out to Executive Committee at each meeting and an annual report to the Board at the December quarterly Board meeting (3A).

Task Board Development Committee to find ways to increase participation in out-of-state events or joint training programs (3B).

Track completion of *Behind the Curtain* and report to Board Development Committee by November 31, ~~2017~~2018 (3C).

~~Executive Director, in consultation with WSTIP staff, develop individualized professional development plans for 100% of the employees by December 31, 2017 (3D).~~

~~Prepare a Request for Information for Defense Counsel and establish a new defense counsel roster by June 2017 (3E). Revised claims manual as appropriate (3E).~~

~~Provide overview of defense counsel selection process and overview of Board Members' role when a lawsuit is filed as measured by communication or training to be completed by September 2017 (3E).~~

(4) Stable Rates

4A: Verify the WSTIP composite mileage rates are competitive as compared to private insurance market and/or other public entity pools for similar products and services on a tri-annual basis. Next completion date is by December of 2019.

4B: Absent of the long-range strategic goal, maintain WSTIP's composite liability rate ensuring rate increases or decreases are not greater than 5% of the previous years as evidenced by a rate review completed annually and reported to the Executive Committee by March of the following year.

Action Steps

None

(5) Develop Product and Services

~~5A: Create an improved, standardized curriculum and approach to training via a state-wide operator training academy by 12/31/2017 (for both new operator and refresher training).~~

~~5A: Further explore options for a trainer academy and determine viability of academy by September 30, 2018 (in time for 2019 budget).~~

5B: Explore opportunities for other shared services.

5C: Explore creation of process for WSTIP to grant fund to members for new vehicle technology projects designed to help mitigate risk on buses by September 31, 2018.

Action Steps

~~Research how training is done now for new hire and for refresher including:~~

~~Convene stakeholder group to explore curriculum, who is providing training and their certifications, how much training costs, and how long it takes (5A).~~

~~Research claims information to identify high-risk drivers by years of service and high-risk routes (1A 5A).~~

~~Review existing information regarding already established curriculum (5A).~~

~~Outline refresher curriculum program to address high risk claims areas (1A 5A).~~

~~Outline new operator training curriculum (5A).~~

~~Research license issues with Secretary of State's office options for driving schools. Research new FMCSA standards for entry-level commercial motor vehicle drivers (5A).~~

~~Determine if there are other stakeholders or partners available (colleges, associations, trucking schools) (5A).~~

~~Research third party tester issues with the Department of Licensing (5A).~~

~~Evaluate development of a Transit Trainer Certification Program (5A). Outline program (5A).~~

~~Estimate costs and tasks associated with training trainer academy (5A) by May 31, 2018.~~

~~Explore grant funding opportunities for trainer academy by December 31, 2018 (5A).~~

Support shared services concept meetings when they arise (5B).

Increase value to members by creating more shared services including project management and grant writing. (5B)

Phase 1 – identify staffing needs and delivery methods by September 2019

Phase 2 – create work scopes for adoption by September 2019

Phase 3 – identify funding necessary for future budgets by September 2019

Create a

process or program for WSTIP to grant funding to members for new vehicle technology projects designed to help mitigate risk on buses by December 31, 2018. (5C)

Emerging Risk and Opportunities to create the process by May 31, 2018

Executive Committee to identify funding amount by July 31, 2018 (or stop program)

Board adoption by September 31, 2018 (or stop program)

Educate the membership by December 31, 2019